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ABSTRACT

This collection contains three papers providing an introduction to the International Federation of Library Associations (IFLA) Core Programs, four contributed papers, and two Plenary Session papers: (1) "The Universal Bibliographic Control and International MARC (Machine Readable Cataloging Formats) Program" (Winston D. Roberts); (2) "Le Programme d'acces universel aux publications de l'IFLA (IFLA's Universal Access Program)" (Marie-France Plassard); (3) "IFLA Universal Dataflow and Telecommunications (UDT) Core Programme: IFLA Open Forum 1989" (Leigh Swain); (4) "Searching the Image Data Bank of the Bibliotheque Publique d'Information at the George Pompidou Center via the NUMERIS Network: Economic Aspects" (French and English versions; Luce-Marie Albiges); (5) "Library Funding and Economics: A Framework for Research" (Yale Braunstein); (6) "La Planificacion como incentivo de financiacion de bibliotecas publicas (Planning as an Incentive in Financing Public Libraries)" (Natividad Correas and Magdalena Vincent); (7) "Can we run libraries without books and journals?" (John Davies); (8) "Quelques problemes dans l'implantation de systemes d'information avances dans des pays en voie de developpement (Some Problems Involved in the Installation of Advanced Information Systems in Developing Countries)" (James Robredo, Tania Maria Botelho, and Murilo B. da Cunha); (9) "Priced Business Information Services from the Public Sector: Will They Succeed?" (Sheila A. E. Webber); (10) "Presidential Address: Paris 1989" (German and English versions; Hans-Peter Geh); and (11) "Libraries, Information, Economics" (Jacques Michel). (SD)

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55e CONSEIL ET CONFÉRENCE GÉNÉRALE DE L'IFLA
PARIS, FRANCE
19-26 AOÛT 1989

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55th IFLA COUNCIL AND GENERAL CONFERENCE
PARIS, FRANCE
19-26 AUGUST 1989

Brochure 00 / *Booklet 00*

INTRODUCTION AUX PROGRAMMES FONDAMENTAUX DE L'IFLA
INTRODUCTION TO IFLA'S CORE PROGRAMMES

Session 63 — dimanche 20 août / *Sunday 20 August* — 11:00 - 12:30

The Universal Bibliographic Control and International MARC Programme *(76-CORE-3-E)*	Winston D. ROBERTS, Programme Officer, UBCIM Programme, British Library Bibliographic Services, UK
Le Programme d'accès universel aux publications de l'IFLA *(53-CORE-2-F)*	Marie-France PLASSARD, Programme Officer, UAP Programme, London, UK
IFLA UDT Core Programme : IFLA Open Forum 1989 *(28-CORE-1-E)*	Leigh SWAIN, Programme Director, International Office for Universal Dataflow and Telecommunications, National Library of Canada, Ottawa, Canada

COMMUNICATIONS LIBRES
CONTRIBUTED PAPERS

Session 88 — lundi 21 août / *Monday 21 August* — 10:00 - 12:00

L'Interrogation par le réseau NUMERIS de la banque d'images de la Bibliothèque Publique d'Information du Centre Georges-Pompidou : aspects économiques *(26-CONTR-4-F)*	Luce-Marie ALBIGES, Conservateur en chef à la BPI, Centre Georges-Pompidou, Paris, France
Library Funding and Economics : a Framework for Research *(25-CONTR-3-E)*	Yale M. BRAUNSTEIN, School of Library and Information Studies, University of California, Berkeley, USA
La Planificación como incentivo de financiación de bibliotecas públicas *(27-CONTR-5-S)*	Natividad CORREAS, Servicio de Bibliotecas de la Comunidad de Madrid, España Magdalena VINENT, Servicio de Bibliotecas de la Comunidad de Madrid, España
Can we run libraries without books and journals ? *(1-CONTR-1-E)*	John DAVIES, Chairman of the European Librarians Working Party (GELC), London, UK

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Jouve SYSTEMES D'INFORMATION

COMMUNICATIONS LIBRES (suite)
CONTRIBUTED PAPERS (continuation)

Session 88 — lundi 21 août / *Monday 21 August* — 10:00 - 12:00

Quelques problèmes dans l'implantation de systèmes d'information avancés dans des pays en voie de développement *(2-CONTR-2-F)*

Jaime ROBREDO, Ecole de bibliothéconomie de l'Université de Brasilia, Brasilia, DF, Brésil
Tania Mara BOTELHO, Ecole de bibliothéconomie de l'Université de Brasilia, Brasilia, DF, Brésil
Murilo B. da Cunha, Ecole de bibliothéconomie de l'Université de Brasilia, Brasilia, DF, Brésil

Priced business information services from the public sector : will they succeed ? *(107-CONTR-6-E)*

Sheila A.E. WEBBER, The British Library, Science Reference and Information Service, London, UK

SEANCE PLÉNIÈRE
PLENARY SESSION

Sessions 98-99 — lundi 21 août / *Monday 21 August* — 14:15 - 18:00

Eroffnungsansprache zur IFLA Generalkonferenz : Paris 1989 *(54-OPENING-1-G)*

Hans-Peter GEH, President von IFLA

The Universal Bibliographic Control and International MARC Programme

Winston D. ROBERTS, *Programme Officer, UBCIM Programme, British Library Bibliographic Services, London, U.K.*

ABSTRACT

The present set-up and impact of IFLA's Universal Bibliographic Control and International MARC Programme (UBCIM) are discussed. It is considered that the Programme is not engaged in any innovative work but is rather pursuing existing work. Comments are made on the original aims of UBC and of the present UBCIM Programme, and past and present projects in pursuit of those aims are discussed. Various strengths and weaknesses are identified. The proposition is advanced that, although there are grounds for concern about the Programme's seeming loss of direction, there are also grounds for cautious optimism : a list of suggestions is given for future studies and projects which could be carried out by the Programme, if continuing support is available. The future re-location of the Programme should help to ensure this support.

1.0 INTRODUCTION

As all concerned with IFLA are no doubt aware, the old International Programme for UBC, known as the UBCIM Programme since 1987, has all but exhausted the programme of work on which it has been engaged throughout its nearly two decades of existence. It was decided at the IFLA Conference in 1986 that the re-named and merged UBCIM Programme would be continued on a "care and maintenance" basis for a further two years at the British Library. During that time (in fact, nearly three years now), the Programme staff have been active in producing several publications, maintaining awareness of the Programme's work within the library profession, and in improving and promoting the Programme's journal as a vehicle for information and debate about all aspects of bibliographic control.

Nevertheless, it must be asked : has the re-shaped UBCIM Programme had any fresh impact on IFLA standardisation activities, that is, in terms of radically new proposals for standardisation projects ?

I believe the answer has to be : not much. Things are continuing largely as before, with heavy emphasis on finishing off work already under way. Although the Programme's staff have been alert to the need for development, there have been no resources to allow them to investigate new areas of work, and few original ideas have been received from IFLA Sections. Those ideas which have been put forward have of course been discussed by the UBCIM Advisory Committee, but in view of the fundamental questioning now going on, it seems that these ideas will take somewhat longer to work up into research projects. But in any case some of these new projects would not be really new, consisting in the revision and updating of older manuals and standards.

So why is there such a dearth of new ideas ? Although the Programme's publications are still in demand, has the Programme itself run out of steam ? Is there still a need for international agreement on standards for bibliographic control ? Are the current standards, which have taken so long to develop, in fact too weighty and too complex ? I do not believe that the situation is as gloomy as that. I believe that there are numerous factors giving grounds for qualified optimism. But first, before speculating about the future, we should quickly cast our minds back to some of the Programme's recent achievements and then look at some of the problems that are now arising.

2.0 THE AIMS OF UBC

2.1 What are these aims ?

When the concept of UBC was formulated in the early 1970 its aims were defined as being :

> "... the promotion of a *world-wide system for the control and exchange* of bibliographic information. The purpose of the system is to make universally and promptly available, in a form which is internationally acceptable, basic bibliographic data on all publications issued in all countries.
>
> The concept of UBC presupposes the creation of a network made up of component national parts, each of which covers a wide range of publishing and library activities, all *integrated at the international level to form the total system.*"[1]
>
> (The italics are mine.)

UBC was part of an international effort to set up an information infrastructure. Many of the systems and networks set up in the 1960s and 1970s are now well-established. Similarly, many of the bibliographic control standards promoted by IFLA, Unesco and major national libraries have now become an established part of the mental furniture of staff in most types of libraries.

Significantly, later definitions of UBC acknowledged that a rigid and perfect system of bibliographic control would not happen overnight. Any such system had to be developed progressively by strengthening mechanisms for national control as a prerequisite, and by the practical elaboration of international bibliographic standards which all countries could agree to follow.[2]

The aims of the UBCIM Programme were summed up briefly in my presentation to last year's IFLA conference, as being "the exchange and use of compatible bibliographic records amongst libraries in general and national bibliographic agencies in particular ;" and "to create, maintain and promote the use of standards for the exchange of bibliographic data in machine-readable form." (Yet another useful formulation is given in the new IFLA brochure on the Core Programmes).

It seems clear that, as progress has steadily been made over the years toward at least partial achievement of UBC, the aims of the UBCIM Programme have come to be phrased in less and less ambitious terms. In adapting to the circumstances of recent years, the Programme has become much more realistic in restricting itself largely to liaison with professional groups within IFLA for the development of texts reflecting international agreement on best practices in certain areas of librarianship. These texts have since become *de facto* standards by virtue of their self-evident value in contributing to the economic and cultural objectives of UBC.

2.2 What publications and other actions is the UBCIM Programme engaged in, in pursuit of its aims ?

2.2.1 The International Standard Bibliographic Description.

The earlier ISBD texts came out in different editions at different times during the 1970s and early 1980s. There was no initial plan for a complete ISBD "system" — it all developed from the first ISBD(M) for monographs. This led to inconsistencies developing (not the least of which was that the basic ISBD(G) — a sort of "Urtext", in fact — was developed after the more specific texts, as Michael Gorman himself has pointed out.[3] Since 1987, most have been issued in revised and harmonised editions, as a result of the five-year review. Those still remaining are the ISBDs for computer files, for antiquarian materials and for printed music. UBCIM staff have been providing logistic support to the ISBD Review Committee and the IFLA Sections which sponsor the various ISBDs.

2.2.1.1 *The ISBD(CF)* is now in press, and will be published by the time of the Conference. It has been a difficult text to prepare, owing to the relative novelty of the materials it attempts to deal with. Users will find its definitions particularly valuable. It will undoubtedly require maintenance in the future, but it is an up-to-date statement of the way such materials are now processed in libraries.

2.2.1.2 *The final draft of the ISBD(PM)*, developed with the help of IAML (the International Association of Music Libraries), is now being voted on. Assuming that it is approved, the UBCIM office will publish it after this Conference.

2.2.1.3 *The ISBD(A)* is proving to be more complex than expected (not only in terms of the actual stipulations, but in terms of the languages and scripts used throughout the text). Problems have been experienced in collecting a fully representative selection of examples to illustrate it. Following the world-wide review last year, the UBCIM office has recently assisted the chairman of the Working Group in the preparation of another draft for comment by the ISBD Review Committee and the Working Group. We hope that voting on the final draft can take place this summer or autumn, leading to publication in early 1990.

2.2.1.4 *A new revised edition of the ISBD(G)* is now being prepared by the Review Committee, to take account of the revision of the specific ISBD texts. The precise manner and timing of its publication has not yet been decided.

Thus all these remaining ISBD texts will be published in 1989

or 1990, after which time it has been agreed that no new ISBD work will be done.

2.2.2 Authority control.

No new authority lists have been published for nearly 10 years now, and it has been clear for some time that much of the material in the earlier publications is out of date. Attempts several years ago to promote the setting up of an international authority system unfortunately seem to have had relatively few results. Concern was expressed at the IFLA Conferences of 1987 and 1988 that further research should be carried out to determine the nature of authority control in national libraries, where and how it is actually being put into practice. With the agreement of the Division of Bibliographic Control, two staff members of the Bibliothèque Nationale (Paris) have carried out an international survey (by means of a very detailed questionnaire) to all national libraries, with the help of the UBCIM office. We have received an adequate number of full responses from the more technologically advanced national libraries and a pleasing amount of information from national libraries of developing countries ; however, I confess to being a little disappointed at the global response rate (c. 30 %). A preliminary analysis of the results is being presented at this Conference, but it is still too soon to say what may be the implications for future work by IFLA Sections and the UBCIM Programme. (However, the replies show that very few libraries presently make available machine-readable files of their authority records. There is also a surprisingly low level of use of the UBC *Guidelines for authority and reference entries*[4], although other UBC lists of uniform headings are frequently used.)

2.2.3 National bibliographies.

Although we have published the proceedings of the seminar held in Brighton in 1987 to mark the tenth anniversary of the International Conference on National Bibliographies[5], for the last few years there has been no direct UBCIM involvement in the development of policies for national bibliographies (apart from continuing sales of relevant UBC documents). Nevertheless, we have been kept informed of progress in this field thanks to our close collaboration with the International MARC Network Committee, and thanks also to those national libraries of developing countries which send us specimen copies of their printed national bibliographies. (Some of the most impressive examples of the world-wide acceptance and application of the principles of UBC, in widely differing national circumstances, can be seen in the current national bibliographies of Iran, Singapore, Spain and Uganda, to name just a few of those received in the UBCIM office.)

2.2.4 UNIMARC matters.

2.2.4.1 Since the *UNIMARC Manual*[6] was published in 1987, the number of orders for this text has been encouraging. However, it is interesting to note that relatively less interest has been shown in this format by some of the libraries which originally sponsored it ; whereas it has met with the approval of numerous other national libraries and library systems. Demand for UNIMARC at the "sub-national" level has led also to some requests being received in the UBCIM office about the possibilities of adapting the format. Advice has been given to some commercial software firms about interpreting certain aspects of the format. (Our advice has consistently been that smaller systems are able to process the format provided they respect the requirement that records contain a minimum number of specified fields.) We know that many institutions have successfully adapted UNIMARC for implementation with software such as MINISIS and CDS/ISIS. (In 1988 the UBCIM office published a report on interfacing MINISIS and UNIMARC[7].) We are also informed that the Unesco-sponsored development of conversion tables to and from the Common Communication Format (CCF) is nearly complete.

2.2.4.2 Over the last two years, the UBCIM office has received very few requests for UNIMARC improvements and updates. Although the *UNIMARC Manual* is the authoritative statement of the format, it has been the subject of so many different implementations that the need for review and maintenance will very soon arise. To maintain the momentum and meet the demands of our user group, we must urgently consider the mechanisms and timing for such maintenance within the framework of the UBCIM Programme.

2.2.4.3 The final draft of the long-awaited *UNIMARC format for authorities* is currently being voted on, and we hope to publish it at the end of this year.

2.2.4.4 UBCIM staff, with the help of Sally McCallum (Library of Congress), have also devoted time to editing the *Proceedings* of the UNIMARC workshop held during the 1988 IFLA Conference in Sydney. This is due for publication during 1989.

2.2.4.5 Also, we are in the course of publishing the *International guidelines for the cataloguing of newspapers*,[8] prepared by a Working Group of the IFLA Section on Serial Publications. These guidelines are compatible with UNIMARC.

2.2.5 Manuals of standard library practice.

We are continuing to sell many of the earlier UBC manuals and guides, for which there is still a residual demand. In our series of UBCIM Occasional Papers, we have recently published a revised edition of *Standard practices in the preparation of bibliographic records*.[9] We have also appointed a consultant to prepare a comprehensive *Manual of the ISBDs*, with numerous fully annotated examples. This is being done under contract to Unesco (PGI), and publication is scheduled for 1990.

2.2.6 *International Cataloguing & Bibliographic Control*, the quarterly journal of the UBCIM Programme.

2.2.6.1 The original quarterly bulletin (*International Cataloguing*) was a vehicle for disseminating information on worldwide cataloguing developments in general and UBC activities in particular : more reflective articles were published as an extension of the "newsletter" role. The bulletin did not have pretensions to being a learned journal, but it has always been seen as authoritative within its own restricted field. Nevertheless, in later years, *IC* began to assume more importance in terms of its professional content (and therefore public perception of it). It also began to weigh more heavily in the Programme's budget.

2.2.6.2 Following the creation of the UBCIM Programme, it was decided to improve the appearance of the journal, and to give it greater depth, as far as editorial resources would permit. The title was changed to *International Cataloguing and Bibliographic Control (ICBC)* to better reflect the coverage of the new merged Programme, with effect from vol. 17 (1) 1988. It was felt firstly, that the heavy commitment of resources to publishing the journal must be justified by the quality of the end product ; and secondly, that the journal is now the most flourishing UBC component of the present UBCIM Programme.

2.2.6.3 Last year I undertook an analysis of the Programme's journal, to identify strengths and weaknesses. I believe the strengths of *ICBC* are its positive and clearly identifiable (if not exciting) image — it is well-established in its own market "niche" (despite competition from some other journals) — and generally well-regarded by a small but stable readership (about 700 subscriptions). It has a clearly defined subject field, although we have identified some gaps in its subject and geographical coverage which we must make efforts to fill. It has regular sources of articles of a satisfactory level (some selected from among the papers presented at IFLA conferences, and some received as unsolicited manuscripts) ; and I have commissioned a certain number of in-depth articles.

2.2.6.4 It is difficult to define the journal's current audience clearly, or to know what they think of it, as almost no feedback is received by UBCIM staff. However, it seems reasonable to suppose that the current practising professional readership of *ICBC* falls into the following overlapping categories : members and officers of IFLA professional groups ; policy makers and managers in research libraries and bibliographic agencies ; technicians wishing to keep abreast of IFLA's standards ; and lastly a few librarians in the above categories, but who live in developing countries and therefore must often search for ways of adapting new standards and new technology to their own harsher economic circumstances.

2.2.6.5 To learn more about what our readers think of *ICBC*, we sent out a brief questionnaire with the first issue of this year : the rate of replies has been about 3 % *(sic)*. We can only hope that the journal is not speaking into a void, and that this lack of response indicates tacit approval ! In any case, it is clear that the journal could be improved in some specific ways : it could, for example, include abstracts in the working languages of IFLA, and regular reports from regional correspondents (which we have so far been unable to find). It could also have a more succinct title ! Most improvements would, however, lead to higher production costs and require more staff time — (a large proportion of the Programme Officer's time is already spent on editing and producing the journal) — so they are not at present possible.

2.2.6.6 One major change would be highly desirable : an increase in the number of subscriptions to *ICBC*, particularly from developing countries. At present, the overwhelming majority of our subscribers are in North America and Western

Europe. We would welcome any suggestions from IFLA members in developing countries as to how we could best increase our audience by meeting the needs of libraries in their part of the world, and how to encourage them to send us material for publication !

3.0 THE PRESENT SITUATION

3.1 Current causes for concern.

3.1.1 One major worry at present is that the level of sales of all our publications is low (albeit steady).

The reasons for this are not clear, but they may include market saturation (or lack of a sufficiently broad market for our increasingly specialised publications), high prices (which may deter small libraries everywhere and particularly in developing countries), or even the increasing number of translations or adaptations of UBCIM publications into other languages (which of course we are determined to encourage). I do not believe that a massive advertising campaign would necessarily be the solution : it might be more relevant to examine other factors, such as pricing.

3.1.2 Difficulties with current projects.

The rate of progress with some publications is slow. Two factors involved are delays in receiving the final texts of documents, and the methods of publication which we have previously chosen. It is clear that the cost of high-quality photosetting (involving several proof stages) by firms located in and around London is out of proportion to the expected level of sales and possibly to the prices which our market will bear. We are therefore investigating in-house production in a different format, either "on-demand" or in very low print-runs.

3.2 Causes for optimism.

However, as I said earlier, I believe that there are numerous factors giving grounds for satisfaction about the past impact of the Programme and cautious optimism about the future. By that I mean :

— that earlier IFLA UBC publications, either in English or translated into many other languages, have had a profound impact on all types of libraries in all the industrialised countries and most of the developing world ;

— that the combined efforts of IFLA and Unesco have led to significant improvements in all national bibliographies, improvements which can be seen most notably in the national bibliographies which have begun publication during the last 10-15 years ;

— that the take-up of UNIMARC is improving, although perhaps in some ways that were not quite expected ;

— that the history of the concept of UBC and the impact of the Programme's publications are studied in library school curricula, thus ensuring that these ideas and the standards which embody them have become an integral part of the professional culture common to all library and information workers, even among those colleagues who may only have a hazy awareness of IFLA itself.

The major cause for optimism is that, while current world economic trends make it necessary to re-examine the aims and mechanisms of UBC, they do not invalidate these. I believe, on the contrary, that they strengthen them. Economic constraints and uncertainties, combined with higher expectations of libraries' performance (both individually and via cooperative systems) make technical standards more, not less, necessary. The urgency of international development and technology transfer, requiring access to bibliographic records and thence to source documents, is greater than ever.

3.3

Therefore, I suggest that the most productive way to consider the UBCIM Programme's present position is to postulate that the combined Universal Bibliographic Control and International MARC Programme, in its enormously successful efforts to develop and bring about the implementation of *new* bibliographic standards, has gone *as far as it is realistically possible to go for the time being*. This does not mean that the Programme has fully attained its objective of universal (or international) bibliographic control — but I wonder if we will ever really be in a position to say that we have fully attained this objective (and even if we did attain it, would we realise that we had done so, or would there not always be those who wanted to refine bibliographic standards yet further ?). There seems little point in pursuing the total realisation of long-held objectives if a changing economic, industrial or political environment makes the cost-effective realisation of these objectives unlikely in the foreseeable future.

3.4

It is clear that the publication of the revised standards currently in preparation must continue, as provided for in the 1989 programme of activities already agreed (and indeed carried forward where necessary into the 1990 programme of activities). Naturally also, work on our journal (*International Cataloguing and Bibliographic Control*) will continue unabated. The UBCIM programme of activites for 1990 will also include some other projects which carry forward or update previous work. These are : the revision of the *International guide to MARC databases and services*,[10] UNIMARC maintenance and promotion (including further workshops), any further work on authority control the need for which is identified by the recent survey. The Programme would also be involved with the Seminar on Bibliographic Records which it is proposed to hold in Stockholm in 1990.

3.5

However, beyond that point (from 1991 onwards) if we stop making progress, there is a danger that we will go backwards. To avoid this, what is needed now is a number of specific studies of the relationship between theory and practice in the application of existing IFLA-sponsored standards and recommendations. We need IFLA experts qualified and willing to investigate, *from the point of view of bibliographic control*, national legislative trends, international agreements, the state of the art in certain areas of publishing and telecommunications, and the North-South divide (i.e. in this context, the relations between libraries and documentation centres, between information supply and document supply, in the industrialised and developing countries). Publication of the results of such UBCIM projects could be coordinated with other series of IFLA publications.

3.6 Specific proposals for future work.

In the medium and long term, I suggest that members of IFLA might consider the following suggestions for work which, if found justified, could well fully occupy the UBCIM Programme in terms of coordinating projects and publishing the results where appropriate.

3.6.1 a study of cost-effectiveness of the application of current descriptive standards in record creation for national bibliographies.

3.6.2. a study of the possible production of much simplified ISBDs for particular purposes, or subsets of specific ISBDs (in addition to the revision of the ISBD(G) which is already underway). This could be done in some cases in collaboration with bodies outside IFLA.

3.6.3. an international study into problems of legislation on copyright and intellectual property, and its relation to the production of national bibliographies (also in developing countries).

3.6.4. an international study into the functioning of CIP, (perhaps with a view to deciding whether advance subject information would in some cases enable national libraries to avoid making efforts to acquire every product of their national publishing industry, and plan a national retention policy).

3.6.5. an international study (perhaps jointly sponsored by the UDT Programme) into the impact of data-protection legislation on the transborder flow of bibliographic data.

3.6.6. a study of the impact of OPACs on IFLA-sponsored descriptive standards, and on subject-indexing practices.

3.6.7. a study of present and possible future links between the public and private sectors in the provision of bibliographic information, covering descriptive standards, and possibly including a comparative study of public policy in various countries.

3.6.8. the development of practical standards (descriptive, MARC, subject access) for retrospective cataloguing and retrospective conversion, and the definition of national library policy for making such material available by sponsorship or in joint ventures.

3.6.9. promoting the strengthening of regional library groupings, and working jointly with those which already exist, particularly in Africa, Asia, Latin America and the Pacific, to discuss common problems.

3.6.10. continuing present UBCIM efforts to coordinate and promote the translation of existing IFLA standards into all the

working languages of IFLA, (without neglecting others) ; perhaps by joint efforts with commercial publishers or international bodies if the financial resources or expertise needed are not available in particular areas.

3.6.11. a study of the commercial and technical viability of new media for the distribution of bibliographic records, bearing in mind the requirements of the industrialised countries on the one hand and the developing world on the other.

3.6.12. carrying out whatever new projects follow from the current investigation into problems of authority control.

3.6.13. continuing the process of transforming *ICBC* into a fully-fledged international journal of bibliographic control.

3.6.14. putting the Programme's expertise at the service of all IFLA Sections by publishing and marketing the results of projects in the field of bibliographic control.

In certain cases, as in the past, project work and subsequent publication could well be undertaken in cooperation with other bodies such as Unesco.

4.0 ACTION NEEDED

4.1

However, it is not enough to state that certain things are desirable or even possible. What is needed is a firm commitment on the part of all members of IFLA to the pursuit of the aims of UBC and therefore presumably to the continued existence of the UBCIM Programme, in some form. We need more direct feedback on all aspects of our work. Constant support has been provided over the years by the Division of Bibliographic Control and its constituent sections (Cataloguing, Bibliography, Classification & Indexing) and some other IFLA sections (in particular, the Section on Information Technology and the Section on Serial Publications). However, we need to involve yet more sections : perhaps the Section on National Libraries and the Section on University Libraries & Other General Research Libraries. We certainly need much more advice and input from the Division of Regional Activities than we have had for a number of years now — we need to encourage the sections on Regional Activities to actively participate in the work of the UBCIM Programme, and to do this, we need to give them the impression we are not solely concerned with the sort of technology which they cannot afford.

4.2

Funding will continue to be a problem, and it will of course only be granted on the basis of a detailed and costed presentation of specific projects. Salaries are by far the largest part of the Programme's budget. Clearly, UBCIM will never have a large number of staff able to carry out research : they will continue to coordinate, publish and promote its results.

I believe further efforts need to be made to obtain funding from outside IFLA, perhaps by undertaking further joint projects with Unesco, with international development agencies, with other professional bodies active in the information field, and perhaps even by seeking commercial sponsorship for certain projects.

4.3

Important changes in the UBCIM Programme are imminent. With effect from April 1990, the Programme will move from the British Library in London to the Deutsche Bibliothek in Frankfurt am Main. This is intended to widen responsibility for hosting the Core Programmes, and will in particular ensure the continuing maintenance and promotion of UNIMARC. Strenuous efforts will be made to ensure the minimum of disruption to the projects and publications underway, and to avoid inconvenience to members of IFLA (and our customers).

5.0 CONCLUSIONS

Many doubts have been expressed about the long-term role of the UBCIM Programme. I believe that I have given above some reasons why it could continue. However, I suggest that we need to redefine (but not abandon) our objectives. We might well adopt a "mission statement", which could be along the following lines :

> "The UBCIM (Universal Bibliographic Control and International MARC) Programme is one of the Core Programmes of IFLA which intersect the interests and concerns of all libraries and their users. Its mission is to promote the continuing development of Universal Bibliographic Control in liaison with other interested organisations. In pursuit of this mission, the UBCIM Programme supports the professional activities of IFLA by :
> • coordinating the development and maintenance of standards for bibliographic control.
> • promoting the implementation of standards and agreements for international bibliographic control.
> • acting as a publishing agency for bibliographic standards developed by IFLA Sections.
> • publishing an authoritative international journal of bibliographic control".

All those who are concerned by the aims of UBC should discuss and criticise this statement, and tell us whether or not they believe that there is still work of fundamental importance for this Programme to do.

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53-CORE-2-F

Le Programme d'accès universel aux publications de l'IFLA

Marie-France PLASSARD,, *Programme Officer, Londres, UK*

Le programme d'Accès Universel aux Publications fut lancé vers la fin des années 70 pour compléter le premier programme fondamental de l'IFLA, le CBU, en partant du principe qu'une information bibliographique, pour aussi détaillée et précise qu'elle soit n'a qu'une utilité limitée si elle ne s'accompagne pas d'un meilleur accès au document lui-même.

Définition et objectif

L'Accès Universel aux Publications se définit comme l'accès le plus large possible aux documents pour les utilisateurs, sans restriction géographique, à quelque moment que ce soit. Le terme de document implique aussi bien l'audiovisuel et l'édition électronique que les publications sur support imprimé. Tous les aspects de la disponibilité et de l'accès sont considérés : la création et la publication des documents, leur diffusion, acquisition et stockage et enfin leur conservation. Toutes les bibliothèques sont en cause, depuis celles des établissements scolaires jusqu'aux bibliothèques de recherche, et bien entendu les bibliothèques nationales dont le rôle est crucial.

En effet, l'Accès Universel aux Publications a comme condition préalable que le document soit disponible à l'échelon national. Le concept peut apparaître comme plus pertinent aux Etats du Sud ; il est cependant tout aussi important pour les pays dont l'infrastructure documentaire est tenue pour développée, car ils connaissent eux aussi des déficiences : peu d'entre

eux, par exemple, sont en mesure de fournir plus de 70 % des documents demandés en prêt inter.

Chaque pays doit donc accepter qu'il lui incombe de rendre ses publications disponibles à l'échelon national et international. Des progrès significatifs en ce domaine ne peuvent s'accomplir sans la coopération de tous les secteurs, publics et privés. Il importe de souligner également le rôle des gouvernements dont la politique détermine la situation générale de l'information : les attributions budgétaires influencent la valeur et l'efficacité des services ; la législation a un impact sur les conditions d'importation des documents et sur la structure du réseau de communication nécessaire pour accéder aux documents. En résumé, chaque pays doit entreprendre d'améliorer l'accès et l'accès entre les pays doit lui aussi être amélioré.

Administration et fonctionnement du programme

Depuis sa fondation, le programme a son siège au centre de prêt de la British Library, le British Library Document Supply Centre, à Boston Spa dans le West Yorkshire. Le Centre met à la disposition de l'IFLA un bureau, mais aussi des services tels que secrétariat, téléphone, affranchissement du courrier, sans parler des avantages représentés par les compétences de son personnel et les richesses de ses collections. Le programme lui-même dispose d'un effectif et d'un budget assez réduits : une seule personne à plein temps, payée par l'IFLA, le Programme Officer (Marie-France Plassard) et un Directeur (Maurice Line). Le budget annuel est attribué par le Comité de Gestion des Programmes de l'IFLA. Des subventions spéciales liées à des projets déterminés sont accordées par l'Unesco qui a été le principal "sponsor" du programme depuis sa création et par des organisations telles que la Deutsche Forschungsgemeinschaft à laquelle on doit le financement de plusieurs études.

Rôle et activités du programme

Le rôle du programme AUP est de transcrire le concept en termes concrets et de chercher à améliorer la disponibilité à tous les niveaux, locaux, nationaux et internationaux, ceci grâce à une action constructive et à la suppression des obstacles. Cette action est axée autour de travaux de recherche sur les diverses fonctions de l'AUP, d'études de faisabilité, mais aussi d'une publicité destinée à mieux faire connaître le programme et son objectif. Enfin, le programme a un rôle de coordination et de diffusion d'information.

Recherche

Les travaux des recherches ont été pratiquement tous publiés ; la liste est disponible au bureau de l'AUP. Cette communication ne présente que les projets exécutés depuis la conférence de Sydney ou ceux qui sont à l'étude.

Un contrat avait été signé avec l'Unesco en 1988 en vue d'entreprendre une étude de faisabilité sur un système de fourniture de documents pour le réseau d'information scientifique et technologique CARSTIN de la Caraïbe. Dans le cadre de cette mission, le "Programme Officer" a effectué une mission en Guyane, Jamaïque, Sainte Lucie, et Trinidad et Tobago afin de déterminer avec les responsables de CARSTIN et autres spécialistes de la région les obstacles à surmonter et les priorités à établir. Le rapport a été soumis à l'Unesco en mars. Une étude similaire avait été entreprise en 1986 au bénéfice du réseau ASTINFO de l'Asie et du Pacifique et la Bibliothèque Nationale d'Australie semble prête à prendre les mesures nécessaires pour mettre en place le système préconisé par les consultants, Maurice Line et Stephen Vickers.

Comme il a déjà été mentionné, le budget du programme est très limité et les projets ne peuvent se réaliser sans aide extérieure. Des projets ont été soumis à l'Unesco et à la Deutsche Forschungsgemeinschaft dans l'attente de leur décision.

A l'Unesco ont été soumises les propositions suivantes :

— participation du programme à la mise en place du système de fourniture de documents pour le réseau ASTINFO

— évaluation du projet pilote AUP mis en place au Sénégal en 1987 (la mission doit s'effectuer à l'automne 1989)

— des projets dans l'esprit du programme du PGI 25 C/5 concernant le partage des ressources, l'utilisation des DC-MEFs pour les systèmes de fourniture de documents et les implications légales des nouvelles technologies.

A la Deutsche Forschungsgemeinschaft ont été présenté les projets suivants :

— l'utilisation des DC-MEFs pour le stockage de texte intégral

— les mécanismes de coopération nécessaires pour assurer des ressources documentaires adéquates à l'échelon national.

Une étude des citations du projet ADONIS avait été approuvée, mais le consortium des éditeurs de ce projet a jugé l'étude prématurée du fait que l'expérience ne doit se terminer qu'à la fin de l'année.

Les nouvelles technologies et les applications de l'électronique aux systèmes de stockage et de fourniture de documents font l'objet d'une attention constante. Un rapport sur l'impact des nouvelles technologies (sur contrat avec la Deutsche Forschungsgemeinschaft), mentionné dans la section suivante découlait de recherches très détaillées et d'entretiens avec des spécialistes du Royaume Uni, de France et de la République Fédérale d'Allemagne. Des communications sur ce thème ont été présentées à divers congrès tels que celui de l'AUPELF en avril 1989 et celui de l'ATUL en mai 1989 (également mentionnés dans la section consacrée à la publicité). Il faut dire que le programme ayant son siège au Document Supply Centre, les recherches sont favorisées par le fait que ce centre est à la pointe des progrès en ce domaine.

Le programme ne s'est pas encore assez penché sur les problèmes d'édition et de diffusion et il a été décidé de rechercher l'appui de certains éditeurs. Nous avons plusieurs projets en vue tels que :

— disponibilité des manuels universitaires

— copyright et droit des éditeurs

— utilisation des DC-MEFs dans les pays "moins développés".

Se pose une fois de plus le problème du financement de ces projets.

Au mois de novembre 1988 des représentants des programmes fondamentaux de l'IFLA se sont réunis à Londres pour examiner les possibilités de coopération dans le cadre du Plan d'Action de la CEC et plusieurs propositions ont été formulées. L'un des projets considérés par le programme AUP serait une étude de la disponibilité nationale au sein de la Communauté en partant d'un pays membre qui pourrait servir de modèle. La Bibliothèque Nationale du Portugal a manifesté le plus vif intérêt pour ce projet.

Si la question du financement est cruciale, le programme connaît aussi un autre problème lié à son effectif réduit : il est clair que deux personnes (dont une seule à plein temps) ne peuvent avoir toutes les compétences techniques requises par un programme aussi vaste. La coopération des autres entités professionnelles de l'IFLA est donc activement recherchée. Des projets en collaboration avec la Table Ronde sur l'Audio-Visuel sont à l'étude :

— diffusion des supports audio-visuels dans le commerce

— problèmes liés à l'acquisition de ce matériel par les bibliothèques, y compris le contrôle bibliographique

— disponibilité de ces supports pour l'utilisateur, conditions dans lesquelles elle s'exerce dans les différentes bibliothèques.

Un exemple de coopération avec les sections est l'atelier sur *"Le rôle des silos à livres dans la planification nationale des ressources"* organisé en liaison avec la Section des Acquisitions et des Echanges le jeudi 24 août.

On peut espérer que les liens avec les autres entités professionnelles de l'IFLA seront resserrés, grâce au Comité consultatif au sein duquel diverses sections sont représentées. Le nouveau comité dont la liste figure en appendice, est composé de huit membres. Klaus-Dieter Lehmann en demeure le président.

Publicité

Le deuxième volet des activités AUP, la publicité, se réalise par la diffusion de brochures, la publication d'articles et de rapports et la présentation de communications à diverses manifestations.

Il a déjà été fait allusion aux publications du programme. Un rapport sur *The Impact of New Technology on the Availability of Publications* (L'impact des nouvelles technologies sur la disponibilité des publications), par Priscilla Oakeshott et Brenda White, avait été publié en 1984 grâce à une subvention de la Deutsche Forschungsgemeinschaft. Ce rapport fit l'objet de révisions substantielles, grâce, de nouveau, à un contrat de la Deutsche Forschungsgemeinschaft ; la nouvelle version intitulée *The Impact of New Technology on Document Availability and Access* (L'impact des nouvelles technologies sur l'accès aux documents et leur disponibilité) par Marie-France Plassard

et Maurice Line a paru en septembre 1988. Un article résumant ce rapport (par Marie-France Plassard) a été publié dans la revue *Interlending and Document Supply*, 1989, 17. Le numéro précédent contenait un article par Maurice Line sur le thème du rapport *Measuring the Performance of Document Supply Systems*. (Evaluation de l'efficacité des systèmes de fourniture de documents) qu'il avait rédigé pour le compte de l'Unesco, ouvrage publié en 1987 et traduit en espagnol et en français. Un article sur la mission CARSTIN paraîtra prochainement dans cette même revue. Le 121ème numéro de la revue *Librarianship and Bibliography Abroad* (Bibliothéconomie et bibliographie à l'étranger) consacrera une section aux programmes fondamentaux de l'IFLA. Une bibliographie complétera bientôt celles qui ont paru sur l'AUP dans l'*IFLA Journal* (la dernière remonte à 1988). Enfin, il convient de mentionner notre bulletin semestriel, *UAP Newsletter*, dont la circulation tourne maintenant autour de 2 000 exemplaires. Il est disponible gratuitement sur demande. La version espagnole, *Boletin DUP*, est diffusée en Espagne et Amérique Latine par Madame Monica Guerrero (A Postal 21-094, Coyoacan, 04000 Mexico, DF).

Un autre aspect de ces activités publicitaires est la représentation du programme à des conférences ou séminaires dont l'AUP est le thème général ou celui de certaines sessions. Depuis la conférence de Sydney, Maurice Line et Marie-France Plassard ont assisté et présenté des communications aux réunions suivantes :

— IATUL Seminar on Potentialities and Limitations of Networking (Séminaire de l'IATUL sur le potentiel et les limitations des réseaux), Melbourne, août 1988, Maurice Line.

— COMLA Workshop on Rural Libraries and Communities Resource Centers, (Atelier de COMLA sur les bibliothèques et centres ruraux), Sydney, septembre 1988, Maurice Line.

— 11th International Symposium on the Impact of CD-ROMs on Library Operations and Universal Availability of Information (11ème symposium international sur l'impact des DC-MEFs sur les services des bibliothèques et l'Accès Universel à l'Information), Essen, septembre 1988, Maurice Line (les Actes ont été publiés).

— International Conference on Interlending and Document Supply (prêt inter et fourniture de documents), Londres, novembre 1988, Maurice Line et Marie-France Plassard (les Actes sont sous presse).

— Congrès ACURIL, Kingston, avril 1989, Maurice Line. L'impact du programme AUP est nettement ressorti au cours de ce congrès qui avait pour thème : Accès Universel à l'Information.

— Journées Internationales de Technologie AUPELF/UREF, Montpellier, avril 1989, Marie-France Plassard. Les problèmes d'accès au document primaire dans certains Etats francophones ont été exposés au cours d'une table ronde sur la documentation ; la création d'un groupe de travail a été décidée, en vue de rechercher des solutions en collaboration avec l'IFLA et l'Unesco.

— 13ème conférence IATUL, Ljubljana, mai 1989, Maurice Line.

Au cours de la semaine suivant le 55ème Conseil et Conférence Générale de l'IFLA, le programme sera représenté par Marie-France Plassard, à la conférence de l'IASA et IAML à Oxford où le groupe de travail AUP de l'IAML débattra de ses futurs projets. L'université de Cantabria à Santander organise un cours sur le prêt inter et la fourniture de documents au cours de la même semaine.

Des séminaires nationaux sur l'AUP ont eu lieu au Nigeria en juillet et en Colombie en mars. Il convient de souligner que cette dernière manifestation à laquelle assistait le Programme Officer était la première à se tenir dans un pays d'Amérique Latine. Un rapport sur ce séminaire organisé par COLCIENCIAS à Bogota, avec le soutien de l'Unesco, paraîtra prochainement dans l'*IFLA Journal*.

Conclusion

L'impact de l'AUP est manifeste ; à part le fait que de nombreux groupes de travail se créent et que ce thème est, comme il a déjà été mentionné, exploré dans de multiples congrès, les bibliographies reflètent le fait que des articles, (au début presque exclusivement écrits en anglais) paraissent dans toutes les langues. Mais un programme si ambitieux (à juste titre), ne peut se réaliser à partir d'efforts isolés et les initiatives doivent venir des différents pays. En outre, le rôle du programme à multiple facettes (fonction de consultant, diffuseur et coordinateur d'information) exige lui aussi une coopération à l'échelle internationale. Enfin, face à l'émergence incontournable des nouvelles technologies, il faut tout mettre en œuvre pour renforcer les voies d'accès au document et assurer une disponibilité à long terme.

Appendice :

COMITE CONSULTATIF DU PROGRAMME D'ACCES UNIVERSEL AUX PUBLICATIONS DE L'IFLA

Président :

- Klaus-Dieter Lehmann, Deutsche Bibliothek, Frankfurt, RFA.

Membres :

- Geoffrey Allen, Curtin University of Technology, Perth, Australie.
- Birgitta Bergdahl, Linköping University Library, Suède.
- Petra Hanitzsch, Sekretar des INK der DDR, Berlin, RDA.
- Paul Kaegbein, Universität zu Köln, RFA.
- Dorothy McGarry, Physical Sciences and Technology Library, UCLA, USA.
- Catherine Pinion, Central Music Library, London, RU.
- Caroline Sakoun-Wiegandt, CNRS, Paris, France.
- Leena Siitonen, School of Library and Information Science, University of Rhode Island, USA.

28-CORE-1-E

IFLA UDT Core Programme : IFLA Open Forum 1989

Leigh SWAIN, *Programme Director, International Office for Universal Dataflow and Telecommunications, Ottawa, Canada*

1. INTRODUCTION

The IFLA Core Programme on Universal Dataflow and Telecommunications (UDT) was established in 1984. Its international focal point, the International Office for UDT, is located at the National Library of Canada.

Current program support from the National Library of Canada consists of 1/2 professional person year plus 1/2 support staff person year, accommodation, office equipment, etc. The National Library's contribution to the 1989 budget is the equivalent of CAN$57,000. IFLA support to the UDT Programme for 1989 is CAN$30,000.

2. PROGRAMME OBJECTIVE

The UDT Programme objective is to promote the effectiveness of libraries and other Core Programmes of IFLA by :

a) promoting the electronic transfer of data within the library and information community ;
b) working to reduce telecommunications barriers affecting that data transfer ;
c) assisting and supporting the other Core Programmes on the means and mode of communicating electronic data ; and
d) serving as a focal point for monitoring developments, providing information, and for support of the promotion, implementation and use of compatible standards for library-specific applications of electronic data communications.

The current focus of the UDT Programme is the application of Open Systems Interconnection (OSI) standards, or protocols, to electronic resource sharing. This focus derives from the recommendations made at the 1987 IFLA Preconference Seminar on OSI and endorsed by IFLA during the 53rd Conference in Brighton, England.

At the 54th IFLA General Conference in Sydney, Australia, a project to demonstrate the use of the OSI-based Interlibrary Loan (ILL) protocol for the international exchange of electronic ILL messages was approved.

The UDT ILL Demonstration Project is one instance of the international library community's steadily growing interest in applying standards for the electronic interchange of data. It complements the work now underway in North America and in Europe.

3. THE UDT ILL DEMONSTRATION PROJECT

The objectives of this project are to demonstrate the ability to interconnect library computer systems internationally, using OSI standards ; to demonstrate the service benefits and constraints of such interconnection ; and to provide data for coordination and planning of further implementations of ILL (and other OSI application) protocols.

Project participants are the British Library Document Supply Centre (BLDSC) and the National Library of Canada (NLC). The project was envisioned as consisting of two phases : the feasibility study followed by the pilot demonstration.

3.1. The Feasibility Study

The Feasibility Study had as its objectives the development of generic service objectives for the pilot demonstration ; the investigation of options and agreement on a single set of procedures to be used for the project (including the mode of communication, and the requirements for telecommunications and conformance testing) ; a detailed service and technical project plan for the second phase ; evaluation constraints and criteria ; and an assessment of the best timing for the pilot demonstration phase.

The study was initiated in November 1988 and completed in May 1989. The final report has been submitted to the IFLA Programme Management Committee and to the UDT Advisory Committee.

A Project Review Committee was formed, consisting of representatives from both participating institutions and the UDT Director. Dr. Terry Cannon of the British Library chairs the committee, which held its first meeting at the National Library of Canada on 30 November - 1 December 1988.

At that meeting the participants exchanged information on their respective ILL systems and loan procedures, explored in detail the nature of interaction between their services, reviewed proposals for service objectives for the pilot demonstration phase, and made substantial progress on points specifically related to implementation of the ILL protocol. A list of action items was agreed for further detailed consideration of more complex issues and requirements ; many of these were resolved and incorporated into the final report.

Participants took special note of the progress to date on a project proposed for funding by the Commission of the European Communities (CEC). In this project library centres in the UK, The Netherlands and France would implement both the ILL protocol and the protocol for Search, Retrieve and Update (SRU) for interworking between national centres.

The meeting expressed the hope that compatible implementations would be achieved by the two projects so as to ensure that interworking between them was not prevented by technical decisions taken in isolation. Accordingly, the feasibility study would attempt, where possible, to take the CEC project activities into account.

Another initiative of the study was to solicit input from other institutions interested in using of the ILL protocol. This lead to the formation of the *ad-hoc* International Forum on ILL Protocol Implementation Issues (refer to Section 7.1). An ILL issues questionnaire was distributed to project participants and members of the International Forum in order to determine their ILL capabilites and requirements. The Feasibility Study encorporated the responses to all questionnaires, thereby providing benefit to libraries other than the participating institutions.

3.1.1. Summary of Results

The results of the Feasibility Study can be summarized as follows :

- The study is positive and recommends that the pilot demonstration project proceed. The applicability of the ILL service model to the NLC/BLDSC interlending environment is confirmed. There is sufficient commonalty in the service objectives of both institutions to permit the implementation of a common set of capabilities.
- After examining a number of configuration options for supporting communication between BLDSC and NLC, the store-and-forward mode of communication — where the ILL protocol with the EDIFACT syntax is used with the X.400 (1984) Interpersonal Messaging and Message Transfer services — is proposed. The study points out the need for some further investigation of actual configuration options at BLDSC before a final decision can be reached. It also proposes an application-context-definition and functional profile specification which reflect the store-and-forward approach.
- Little communications infrastructure development is required for NLC — only the development of a connection between the mainframe environment, where its ILL application resides, and the OSI front end which contains the X.400 communications subsystem. NLC would need to upgrade its ILL system, which is based on an earlier version of the ILL protocol.
- BLDSC appears to need some development work for all possible configurations, with the amount of work dependent on the configuration. Further investigation is required, but BLDSC appears inclined to acquire its own X.400 messaging service.
- The study concludes that the existing traffic volume between NLC and BLDSC is too low to make an ILL protocol implementation economically viable. Therefore, economic viability will depend on the eventual adoption of the protocol by a significant number of additional users.
- Recognizing that related activities within the CEC and the International Forum on ILL Protocol Implementation Issues may affect the direction and details of future ILL implementations, the study proposes a 32-month plan for the pilot demonstration phase of the ILL Demonstration Project. The plan is organized so that further planning can proceed immediately based on the study results ; actual implementation can proceed later, phased so that results of related activities can be incorporated where necessary.

3.1.2. Summary of Recommendations

After analysis of technical points, the study makes these major recommendations :

- The mode of communication should be store-and-forward, using X.400 (1984) Interpersonal Messaging Service through public or private facilities. This approach is most likely to allow interoperability with other European libraries.
- Further investigation of BLDSC configuration alternatives which support this mode of communication should be performed by BLDSC staff to determine the most suitable approach. Any of the recommended configurations can be accommodated by NLC.
- The pilot demonstration phase should proceed now, and should strive for compatibility with the CEC's ILL pilot project and with the agreements reached as a result of work on application profiles done by the International Forum on ILL Protocol Implementation Issues ; liaison should be established with these organizations for this purpose.

3.2. The ILL Pilot Demonstration Project

Although the main objective of the initial phase was to determine the feasibility of a pilot demonstration project, matters relating to the general implementation of the ILL protocol within the entire community of libraries have been considered where appropriate, in order to increase the applicability of the study's conclusions.

The project plan for the ILL Pilot Demonstation Project, as outlined in the Feasability Study, proposes that :

- Further project definition work begin immediately ; this includes operational impact analysis, business case analysis and the development of functional system specifications for the BLDSC and NLC implementations. This work is, for the most part, independent of future decisions made by the CEC ILL pilot project and by the International Forum.
- Depending on resource availability and the progress of application profile development, proceed with a pilot implementation based on the profile developed for the UDT project, recognizing that revisions may be required. This approach is preferred to one that defers implementation until application profiles have been totally stabilized.
- Implement the protocol in stages so that, as each capability is added, progress elsewhere is taken into account. In that way, each development cycle will reflect the current state of international agreements reached on such topics as application profiles.

The project plan has been organized so that further planning can proceed immediately with little risk, based on the study results. The participating institutions will likely provide any funding required for this part of the planning. Actual implementation could proceed later in a phased manner, allowing for the possible incorporation of the results of work done elsewhere.

3.2.1. Role of the IFLA UDT Programme

The continued role of IFLA and UDT in subsequent phases of

this project requires clarification. The shift in the focus of the project to systems development and the exclusive contribution to the project's funding to date by the participants raises the question of the appropriateness of continuing this entire project under the umbrella of the UDT Core Programme. At the same time, the Programme has a significant role to play in disseminating project activities and results, promoting OSI and the ILL protocol to improve international resource sharing, facilitating international cooperation in library-oriented projects. The issue of the role of IFLA and the UDT Programme in the ILL pilot demonstration project is important and should be resolved prior to proceeding with the project.

4. OSI TECHNICAL WORKING GROUP

The second project in the current UDT Programme, approved in principle by the PMC at its April 1988 meeting, is the creation of a technical working group within IFLA to formulate the positions of the library and information community on OSI-related issues. This is seen as a long-term project that requires adequate funding and further consultation and definition.

At the Sydney meetings of the PMC and the Advisory Committee it was decided to defer formation of this group pending the completion of the UDT ILL Demonstration Project, by which time the scope and need for such a group should be more apparent.

5. PUBLICITY AND PROMOTION

5.1. UDT Newsletter/Bulletin de l'UDT

Beginning with the Spring 1989 issue (no. 7), the newsletter is published quarterly. The mailing list now contains approximately 2 500 recipients for the English version; 1 200 for the French version. Each issue contains news of interest to the library community of activities related to OSI in general and presents a "tutorial" on some aspect of these activities.

Since last year's Open Forum, four issues of the *UDT Newsletter/Bulletin de l'UDT* have been published by the UDT Office. **Issue no. 5** describes how the Interlibrary Loan protocol evolved, how it works, and the service benefits it can provide. **Issue no. 6** contains the report on the 54th IFLA Conference, along with brief updates on various activities. A general tutorial on protocols, an outline of the procedure for turning a protocol into an international standard, and news updates are included in **issue no. 7. Issue no. 8** contains a glossary of OSI terminology, a brief summary of the results of the UDT ILL Feasibility Study, and a tutorial on the use of the X.400 Message Handling Service standard (ISO 10021) for the purpose of electronic document interchange, or EDI (ISO 9735). The **next issue (no. 9)** will report on this IFLA Conference and on the 2nd International Forum on ILL Implementation Issues. It will also include a tutorial on OSI conformance testing.

5.2. Other Publication Activities

A news item on ILL protocol projects in the international community appeared in the April 1989 issue of *Interlending and Document Supply*. A full-length article titled "Interlibrary Loan Protocol Implementation Issues" which summarizes the issues which arose from the ILL Feasibility Study has been submitted for publication in a later issue of the same publication.

6. OTHER ACTIVITIES

6.1. International Forum

The ILL Feasibility Study was the impetus for forming the International Forum on ILL Protocol Implementation Issues. The first meeting was organized held at the National Library of Canada on December 2, 1988. In attendance were representatives from the British Library, the Library and Information Technology Centre of the Polytechnic of Central London, Pica Centrum voor Bibliotheekautomatisering (Pica Centre for Library Automation), Online Computer Library Center (OCLC), the Library of Congress, the Canada Institute for Scientific and Technical Information (CISTI), the Research Libraries Group (RLG), the National Library of Canada.

The forum was an opportunity for those interested in the ILL protocol to discuss matters related to its implementation and to exchange information on the activities of the proposed CEC ILL pilot project, the *ad hoc* Canada/U.S. group recently formed to discuss OSI issues, and the UDT ILL Demonstration Project. The Chairperson of ISO TC 46/SC 4/WG 4 reported on the status of the ILL protocol, which is now being balloted in ISO as a Draft International Standard.

The issues now facing libraries are not those relating to the design of the ILL protocol, but rather, concerns related to its implementation and use in an international context. The participants at this meeting, drawn from diverse and geographically dispersed groups, evidenced a common commitment to address practical concerns associated with implementing the ILL and related standards, and to continue an effort that promises to facilitate international usage of protocols for bibliographic resource sharing. Participants agreed to meet again to discuss the results of the feasibility study for the UDT ILL Demonstration Project and address some of its implications in detail.

A second international forum, chaired by a representative from the National Library of Canada, was held at Pica in Leiden on August 16-17 with representatives from Pica, the British Library, the National Library of Canada, OCLC, RLG and the Library of Congress. Other invitees included representatives from the London and South Eastern Library Region (LASER), DBMIST (France), Utlas (Canada), the Statens Bibliotekhogskole (Norway), the Deutsche Bibliothek (West Germany) and an observer from the CEC.

Participants discussed a variety of technical matters arising from the responses to a questionnaire and to a draft ILL Protocol Implementation Conformance Statement form; both of these had been circulated for comment and completion prior to the meeting.

6.2. CEC Action Plan for Libraries

On November 14, 1988 representatives of the IFLA Core Programmes met in London to prepare a detailed response to the proposals outlined in the CEC's *Action Plan for Libraries*. The UDT Office provided a number of comments for this discussion, stressing the importance of affirming the broad international context of standards for library applications, and urging that formally recognized arrangements (such as reciprocal representation on the UDT ILL Demonstration Project and the proposed CEC pilot project for interlending between national focal points in Europe, exchange of project plans, study and evaluation results, etc.) be made. These two projects, while not fully overlapping, share significant characteristics, and a consistent approach would lend greater credibility to the international ILL effort.

The great degree of support within the European library community for the use of OSI standards for library communications was reflected at the CEC's *Workshop on the Use of OSI for Bibliographic Applications in Libraries*, Luxembourg, January 11-13. Participants passed a resolution which was subsequently submitted to the CEC DG XIII-B and to ISO TC 46. It reads, in part:

> "It is recommended that the "International Forum on ILL Protocol Implementation Issues" continues work on defining the functional standards for the ILL application for approval by the standards bodies and that the membership of the "Forum" be extended to any bibliographic institution currently involved in the planning or implementation of OSI-based ILL projects."

7. ADVISORY COMMITTEE TO UDT PROGRAMME

Christine Bossmeyer, of the Deutsche Bibliothek, who has chaired the UDT Advisory Committee since its creation in 1987, is resigning from IFLA this year. Her guidance and support was an essential factor in building the foundation for the UDT Programme.

The UDT Advisory Committee's new Chairman is Mr. S. Michael Malinconico. Mr. Malinconico is Dean of the School of Computer, Information and Library Sciences at the Pratt Institute in Brooklyn, N.Y., and has served on the committee since 1987. He has been active in IFLA for a number of years, and the committee has already benefited from his technical expertise and broad range of experience at the international level.

By special arrangement, Mr. Peter Judge of CSIRO in Australia attended the Sydney meeting of the Advisory Committee as the representative for FID. Mr. Pal Vasarhely, MTZ/SZTAKI in Hungary is the official FID nominee to the Advisory Committee.

8. ROBERT VOSPER IFLA FELLOWS FOR 1989

Two of the Robert Vosper IFLA Fellows for 1989 have proposed projects which come under the jurisdiction of the UDT Core Programme.

Mr. Marc Walckiers of the University of Louvain in Brussels, Belgium plans to propose a strategy for the introduction and integration of the Interlibrary Loan (ILL) protocol in the European library environment. He intends to examine mechanisms for encouraging the development of ILL protocol-based software, develop a business case for the adoption of the ILL protocol by libraries, and develop a strategy for the integration of the ILL protocol into ILL services at the local, regional, national and international level. His work in this area is expected to complement the technical analysis of ILL protocol implementation issues provided by the UDT ILL Feasibility Study.

Ms Laine Ruus of the University of Toronto in Toronto, Canada will develop a set of guidelines for managers and policy-makers to aid in the process of planning the establishment of data service facilities in a library or archival institutions. The development of such guidelines would provide to libraries and archives a blueprint which can be followed in coping with the increase in primary computer-readable "publications".

9. CONCLUSION

Since 1987 IFLA has actively promoted the international use of information technology in libraries. Part of this initiative was to make the UDT Core Programme the focal point for OSI in IFLA so that it could monitor developments in OSI standards for bibliographic applications and promote the implementation of these standards.

The IFLA UDT Feasibility Study has served to focus the attention of the international library and information community on the complex practical issues which must be resolved if OSI standards such as the ILL protocol are to be implemented internationally. In the coming year, the UDT Programme will continue to progress technical OSI-related issues while examining the broader issues such as the organizational context and infrastructure required to promulgate OSI technology among libraries on an international scale.

26-CONTR-4-F

L'interrogation par le Réseau NUMERIS de la banque d'images de la Bibliothèque Publique d'information du Centre Georges Pompidou : aspects économiques.

Luce-Marie ALBIGES, *Conservateur en chef à la BPI, Centre Georges Pompidou, Paris, France.*

RESUME

L'une des originalités de la BPI est sa banque d'images (150 000 photographies, 40 postes de consultation). Le nouveau réseau de télécommunications numérique RNIS va permettre à la BPI d'offrir un service de consultation à distance de cette banque d'images dans les bibliothèques françaises et européennes intéressées, à partir de l'automne 1989.

Le projet en cours d'étude, avec le soutien de FRANCE-TELECOM et de la CEE, repose sur la numérisation des images et des commentaires, leur mise sur serveurs, la transmission optimisée des images et leur visualisation sur écran graphique haute définition de micro-ordinateur.

La création d'un tel service conduit à considérer, outre des investissements en matériels informatiques et logiciels, des coûts inhabituels : droits photographiques pour communication des images, frais de télétransmission...

Passée la phase d'investissement initial, les coûts de fonctionnement du service seront couverts par un mode de financement original, en fonction de la seule utilisation. Selon le statut et les souhaits des établissements, la facturation du service pourra être prise en charge par la bibliothèque connectée ou par l'utilisateur final, par exemple avec un télépaiement immédiat par carte.

1 - LA BPI ET L'IMAGE

1.1 La Bibliothèque Publique d'Information du Centre Georges Pompidou

La BPI, Bibliothèque Publique d'Information, constitue l'un des départements du Centre Georges Pompidou, situé au centre de Paris. C'est un Etablissement Public à caractère administratif.

Ouverte tous les jours, samedis et dimanches compris, jusqu'à 22 heures, la BPI reçoit en moyenne 13 000 personnes par jour. Elle est entièrement orientée vers la lecture publique. L'accès libre aux documents et l'intégration des différents supports, images, films, son, méthodes de langue, banques de données,... en ont fait la bibliothèque la plus populaire de France. Fonctionnant avec un personnel de 249 personnes, la BPI dispose d'un budget annuel de l'ordre de 74 millions de Francs.

1.2 L'image à la BPI

Depuis l'origine de la BPI, le Service Iconographique, chargé de la banque d'images, a une double vocation : mettre à la disposition du plus large public possible une collection d'images encyclopédique, générale et actuelle, et constituer un service pilote en matière de communication de l'image.

La banque d'images, composée actuellement de 150 000 images organisées en 2 275 dossiers commentés, offre un important outil d'information aux usagers de la BPI. Elle comporte aussi bien des photographies actuelles de pays ou d'événements (acquises auprès de photographes professionnels ou d'agences) que des reproductions d'œuvres d'art ou de documents anciens. Ainsi sont illustrés les thèmes les plus divers : Tourisme (22 000 images), Art (61 000), Architecture (7 500), Histoire (15 000), Sciences et Environnement (15 000), Techniques (15 000), Sciences sociales (5 000), Spectacles et Sports (8 000).

Afin de répondre à la demande du public, cette banque d'images est enrichie de façon continue par l'acquisition de nouvelles images. Sa gestion implique aussi une meilleure mise en valeur de la base de commentaires et l'adoption de supports de consultation de plus en plus adaptés et conviviaux.

Actuellement, la BPI offre 40 postes de consultation qui font l'objet d'une utilisation constante. La collection est accessible sur vidéodisque, par télécommande ou à l'aide d'un système de recherche interrogeable par Minitel.

L'équipe du Service Iconographique (14 personnes) a également réalisé de grandes expositions (les plus récentes : PARLEZ-VOUS FRANÇAIS ?, FORUM DU REPORTAGE, FORUM DE LA REVOLUTION) et conjugue ainsi l'expérience des nouvelles technologies de l'image et de la documentation avec celle de l'animation culturelle.

2 - LE PROJET D'INTERROGATION A DISTANCE

2.1 Le réseau RNIS de FRANCE-TELECOM

Le Réseau Numérique à Intégration de Services (RNIS ou ISDN), ouvert en France sous le nom de NUMERIS par FRANCE-TELECOM, offre la possibilité de communiquer sous forme numérique des informations de natures diverses : textes, données informatiques, voix, images, etc.. Ces diverses informations devaient précédemment, pour être communiquées, emprunter des moyens différents et des réseaux distincts.

Dans le domaine de l'image, ce nouveau type de communication est rendu possible par la conjonction de deux éléments techniques : d'une part, l'apparition de l'image numérique et du processus de traitement du signal associé permettant une réduction importante des capacités de stockage nécessaires, et, d'autre part, la naissance de réseaux support capables de les véhiculer à des coûts abordables.

Le RNIS apporte la possibilité d'interroger un serveur à distance, d'envoyer ou de recevoir des images avec leurs commentaires.

Ouvert en France en 1989, ce réseau devrait être progressivement interconnecté avec d'autres réseaux nationaux similaires, existants ou prévus dans les années à venir.

2.2 Le nouveau service prévu par la BPI

Le nouveau service envisagé est issu de la constatation des besoins réels du public, tels qu'ils peuvent être perçus à la BPI par l'usage du système de vidéodisque et dans les bibliothèques à travers les demandes de reproductions de documents iconographiques.

Un service efficace, suppose en effet d'apporter satisfaction sur trois plans :

— offrir la communication d'un fonds encyclopédique, actuel et de bonne qualité visuelle.

— communiquer en même temps que l'image l'information sur ce qu'elle représente. Ceci implique de fournir, outre son identification, un commentaire permettant de comprendre l'image et de s'informer sur le sujet qu'elle illustre.

— fournir des reproductions au moyen d'une imprimante, pour satisfaire les demandes fréquentes en bibliothèques, des étudiants, élèves et amateurs de tous domaines (et non à la vente de reproductions pour l'édition).

C'est à ce besoin que cherche à répondre le projet en cours de réalisation, mettant à profit les opportunités proposées par la technologie du RNIS, pour offrir un nouveau service d'interrogation d'images à distance, dans les bibliothèques françaises et européennes intéressées.

Le public de ces bibliothèques pourra ainsi rechercher des documents iconographiques sur les sujets de son choix, les consulter et en obtenir la reproduction pour un coût modéré.

2.3 L'architecture générale

Le système d'interrogation à distance de banques d'images est conçu à partir des principes suivants :

— un serveur évolutif permettant de répondre aux besoins de recherche du grand public.

— un système de télétransmission instantanée d'images et des commentaires associés, à partir d'un fonds iconographique enrichi et actualisé en permanence.

— un mode de paiement des coûts de fonctionnement par l'utilisateur final (de type télé-paiement), afin de garantir la viabilité économique du service à terme.

Le système en cours de mise en place prévoit donc des postes de consultation basés sur micro-ordinateurs, ayant une ergonomie adaptée à une utilisation directe par le public, reliés à un (ou des) serveur(s) contenant les fonds images et commentaires, par l'intermédiaire du réseau RNIS.

Le poste de consultation sera composé d'un micro-ordinateur, de deux écrans pour l'image et le texte et d'une imprimante. L'utilisateur fera une première sélection de ses domaines d'intérêts, ce qui déclenchera automatiquement l'envoi d'un ensemble d'images pertinentes et des commentaires associés par le serveur. Cet envoi se fera en une seule fois, avec une technique d'images compressées, de façon à réduire les coûts de transmission. L'utilisateur pourra ensuite consulter les images à loisir, en suivant parallèlement sur l'autre écran les commentaires des images. Il pourra enfin demander une reproduction par imprimante.

2.4 Les étapes de la mise en place

Le projet prévoit que quelques bibliothèques françaises situées dans la première zone de couverture du nouveau réseau NUMERIS vont tester le système d'interrogation, dès l'automne 1989.

Cette expérimentation portera sur un fonds de 35 000 images, avec une utilisation véritable par le public dans des établissements différents, afin de valider ou perfectionner l'ergonomie de recherche destinée à ce public.

Elle permettra également de vérifier les hypothèses de coût de fonctionnement et de finaliser le tarif de facturation du service offert, avant son ouverture plus large vers d'autres bibliothèques françaises ou européennes, parallèlement à l'extension du réseau RNIS.

Au terme de cette phase, il sera possible de connecter progressivement les bibliothèques partenaires, au fur et à mesure de l'extension du réseau.

Dans un second temps, il sera également possible de mettre à disposition, sur le serveur BPI, des fonds appartenant à d'autres bibliothèques qui souhaiteraient les diffuser.

A terme, la possibilité de transmettre, via le RNIS, sous forme numérisée, toutes sortes de documents (texte, son, image, données informatiques) vers les équipements mis en place par les bibliothèques permettront d'envisager encore d'autres services. Ainsi, la BPI étudie la possibilité de communiquer d'autres collections documentaires, par télétransmission ou téléchargement : dossiers de presse, logithèque, méthodes de langues.

Le projet a naturellement fait l'objet d'une étude approfondie avec FRANCE-TELECOM, en tant que mise à disposition d'un nouveau service sur le réseau NUMERIS, en analysant ses aspects techniques et sa viabilité économique à terme.

La BPI a également déposé une demande auprès de la CEE en vue de bénéficier d'une subvention dans le cadre du Plan d'Action Européen pour les Bibliothèques.

3 — LES DIFFERENTS COUTS

3.1 L'investissement pour le serveur

La création d'une banque d'images interrogeable à distance suppose la numérisation du fonds d'images antérieurement disponible à la BPI, la constitution des fonds documentaire et de recherche associés, et la mise sur serveur informatique.

La numérisation du fonds d'images précédemment sur vidéodisques se fait par mise au standard de la norme de visualisation broadcast numérique (720 points par ligne, 625 lignes) avec compression.

La création des fonds de commentaires et de recherche nécessite une saisie complète de l'ensemble des dossiers de commentaires antérieurement sous forme de livrets sur papier, complétée par les données de catalogage et d'indexation déjà enregistrées dans le système informatisé général de la BPI.

En incluant l'acquisition du matériel informatique pour le serveur connectable au RNIS et des logiciels nécessaires, l'enveloppe totale de ces coûts d'investissement est évaluée à environ 1 million de francs.

3.2 Les frais d'accroissement du fonds (images, commentaires et ergonomie de recherche)

La gestion de la collection en vue d'une consultation jusqu'ici limitée aux locaux de la BPI comportait l'acquisition d'images, la réalisation des dossiers de légendes et commentaires les accompagnant et le traitement nécessaire à l'exploitation par le système de recherche existant.

La réalisation du système d'interrogation à distance du fonds entraîne la prise en compte de besoins élargis. Une vision dynamique du développement de ce nouveau service suppose une adaptation constante. Le serveur pouvant fournir des statistiques de consultations des divers dossiers d'images, comme celles des questions posées par le public et restées sans réponse, l'analyse de ces données permettra d'influer sur les acquisitions d'images comme sur la mise au point de l'ergonomie de recherche. Des coûts liés à cette adaptation aux demandes sont donc à prévoir.

Une politique est à définir pour la gestion des fonds iconographiques numérisés appartenant à d'autres bibliothèques et diffusés sur le serveur de la BPI.

3.3 Les droits photographiques

La transmission d'images à distance suscite une situation juridique nouvelle.

Actuellement, d'une façon générale, l'image fixe n'est diffusée que sous forme éditée : livres, microfiches, cartes postales, vidéodisques... L'éditeur de ces documents acquiert les droits de reproduction sur les images utilisées et les répercute sur son prix de vente.

La banque d'images de la BPI est constituée de documents d'origines diverses sur lesquels elle possède des droits plus ou moins étendus. Un contrat original, mis au point avec les syndicats de photographes professionnels et les agences photographiques lui permet d'acquérir, depuis 1976, des droits spécifiques de consultation limités aux locaux de la BPI.

Une situation nouvelle est créée par l'usage d'un système d'interrogation à distance de banque d'images ne visant pas l'acquisition commerciale de documents mais une consultation éphémère, à but d'information (la possibilité d'éditer une copie d'image sur imprimante n'ayant pas pour but l'édition).

Pour la transmission de la banque d'images, les deux aspects du droit de l'image sont concernés : la numérisation nécessaire à la transmission implique le droit de reproduction et la visualisation sur écran, le droit de représentation.

Pour les photographies contemporaines, la BPI doit obtenir l'accord des photographes auteurs ; la qualité des images numérisées, équivalente à celle du vidéodisque assure une reproduction de qualité satisfaisante pour les auteurs, mais la BPI doit négocier avec ceux-ci l'extension de la consultation dans d'autres lieux. Le montant de ce nouveau droit est estimé en fonction de l'usage non commercial des photographies, dans des bibliothèques et lieux culturels gratuits. La BPI doit obtenir également l'accord des artistes, des institutions ou des collectionneurs propriétaires des œuvres d'art reproduites. Ainsi est défini progressivement un droit d'usage culturel de l'image.

3.4 L'investissement pour les bibliothèques

Tous les équipements et composants techniques élémentaires nécessaires pour permettre, par leur assemblage, la réalisation du projet existent, ou ont été testés individuellement (numérisation, compression d'image, transmission, visualisation,...).

La baisse des prix de la micro-informatique porte à un tarif accessible l'acquisition de postes de consultation. La compression de l'image permet en effet de réduire notablement le coût de stockage et de transmission malgré les volumes nécessités par une image couleur de haute définition.

L'ordre de grandeur de l'investissement en matériel et logiciel pour l'équipement d'une bibliothèque désirant se doter d'un poste de consultation (PC compatible, cartes de communication, écran graphique et imprimante) peut être estimé entre 120 000 F et 150 000 F.

Pour mémoire, il convient de signaler un coût de raccordement initial au réseau RNIS, fixé en France à 675 F.

3.5 Les coûts de fonctionnement

Le fonctionnement du système génère des coûts de gestion et de maintenance des serveurs, ainsi que la prise en compte des différents coûts d'abonnements et de communications sur le réseau.

Les estimations actuelles de l'ensemble de ces coûts de fonctionnement (serveur et communications) permettent d'envisager un coût moyen de l'ordre de 10 F pour la consultation d'un dossier d'environ 80 images et les commentaires associés. Ce coût semble cohérent avec la nature du service offert à l'utilisateur, et en comparaison avec les services offerts par serveur vidéotex ou base de données traditionnelle.

4 — LES MODES DE FACTURATION ENVISAGES

4.1 Les intervenants (serveur, bibliothèque, utilisateur final)

Le service de consultation à distance d'un fonds d'images implique trois intervenants principaux :

— le gestionnaire du serveur concerné, en l'occurence la BPI pour les premiers fonds mis en place, qu'il en soit le propriétaire ou qu'il agisse comme prestataire en accueillant et mettant à disposition un fonds d'images provenant d'une autre bibliothèque

— les bibliothèques désireuses d'utiliser ce service pour le mettre à la disposition de leur public, ou pour l'utiliser pour leurs besoins internes ; c'est elles qui se doteront des équipements de connexions nécessaires et seront identifiées en tant que points de connexion au réseau RNIS

— enfin, évidemment, l'utilisateur final, que celui-ci soit un étudiant, un chercheur, ou tout simplement un curieux, membre,abonné ou simple passant dans l'une des bibliothèques précédentes, utilisateur occasionnel ou régulier de ce nouveau service.

C'est entre ces 3 intervenants que doit se répercuter la facturation de prise en charge des divers coûts de fonctionnement du service de consultation à distance de la banque d'image, énumérés précédemment.

4.2 Les diverses possibilités envisagées

Selon la nature du fonds concerné, le statut de la bibliothèque l'interrogeant, et les desiderata de celle-ci vis-à-vis de son propre public, diverses possibilités sont envisageables.

Nous nous limiterons à évoquer ici quelques cas types, à titre d'exemples.

— *Mise à disposition promotionnelle d'un fonds d'images :*

Dans ce cas, le serveur prend à sa charge les divers coûts de fonctionnement, et permet la libre consultation de son fonds depuis les postes d'interrogation habilités, d'où un service gratuit pour la bibliothèque connectée et son public. Ce pourrait être le cas de certains dossiers représentatifs, pendant la période de lancement du service, ou de dossiers d'information sur l'actualité culturelle réalisés à l'occasion d'expositions.

— *Prise en charge par la bibliothèque abonnée, sans facturation à l'utilisateur final :*

Dans ce cas, la bibliothèque qui souhaite proposer à son public ce nouveau service original sans restriction, prend à sa charge l'intégralité des coûts de fonctionnement.

Ce peut également être une étape transitoire afin de tester l'intérêt spontané du public pour ce nouveau média.

— *Service payant pour l'utilisateur final :*

Il s'agit ici d'un mode de fonctionnement où le service de consultation du fonds d'images est mis à disposition de l'utilisateur final sous forme payante, afin de couvrir les divers coûts de fonctionnement. Dans ce cas la bibliothèque met donc à la disposition de son public un nouveau service, mais n'en assume pas les coûts de fonctionnement. Pour l'utilisateur, le service est donc perçu de manière analogue à la consultation payante d'une base de données documentaires ou à l'appel d'un serveur vidéotex, avec une facturation proportionnelle à l'utilisation.

Ce type de fonctionnement implique naturellement une fonctionnalité de télé-paiement.

4.3 Le cas du paiement par l'utilisateur final

Ainsi que cela vient d'être présenté, l'une des possibilités est la facturation du service à l'utilisateur final, si tel est le souhait de la bibliothèque connectée.

Au stade actuel de développement du projet, le choix du mode de télé-paiement n'est pas encore définitivement arrêté. Citons cependant quelques voies pouvant potentiellement répondre à cette fonctionnalité :

— *paiement par espèces :* dans ce cas l'utilisateur doit payer progressivement sa consommation sous forme de pièces de monnaie ou de jetons. Naturellement dans ce cas la bibliothèque perçoit le montant de ces règlements, et règle globalement les coûts du serveur.

— *paiement par carte consommable :* l'utilisateur utilise alors une carte "chargée" d'un certain capital, progressivement consommé au fur et à mesure de son utilisation du service. Il peut s'agir d'une carte spécifique, ou d'une carte multi-services comme celles envisagées par certaines municipalités. C'est l'institution émettrice de cette carte qui en assure la vente aux utilisateurs et règle alors le serveur.

— *paiement par carte bancaire :* l'utilisateur payerait alors directement la prestation au serveur par prélèvement sur son compte.

Naturellement, si la consultation du fonds d'images par l'utilisateur est complétée par une demande d'édition immédiate sur imprimante de certaines images sélectionnées pour conservation, celle ci pourra faire l'objet d'un paiement complémentaire à la bibliothèque locale.

5 — CONCLUSION : LES PERSPECTIVES DE LA COMMUNICATION D'IMAGES A DISTANCE

La transmission d'images à distance, basée sur les technologies éprouvées de la micro-informatique et sur le développement des télécommunications peut maintenant être engagée sur une base économique accessible à un grand nombre d'usagers.

Le développement progressif des réseaux de transmissions numériques, permettant d'élargir les possibilités de connexion des bibliothèques à la documentation en image, offre une ouverture vers un type de service très apprécié du public et riche en potentiel de développement culturel.

Dans l'avenir, le système pourra évoluer vers la création d'autres serveurs dans les bibliothèques qui se doteront d'équipements de numérisation. Ces serveurs permettront d'établir un véritable réseau d'échanges de communication de documents iconographiques qui trouvera son plein développement sur le plan européen.

25-CONTR-3-E

Library Funding and Economics : a Framework for Research

Yale M. BRAUNSTEIN, *School of Library and Information Studies, University of California, Berkeley, USA*

ABSTRACT

Libraries are service organizations and frequently are part of the non-profit and governmental sectors. As a result it is difficult to adequately characterize their outputs, measure their productivity, or determine efficient scale and scope. This paper proposes a framework for research in the areas of library

funding and economics which will help libraries become more efficient and effective while also providing a better understanding of service organizations in general.

In many cases the effectiveness of a library is measured by its contributions to a broader organization — a school or university, a local community, or a corporation or association. So that the resources available to the library may be used efficiently, it is necessary to explore the linkages between library output measures (e.g., circulation) and the effectiveness of the parent organization.

We also need to better understand budgetary processes, especially the linkages between the evaluations of library operations and future budget levels, on one hand, and between current funding levels and the quantity and quality of outputs, on the other hand.

A. INTRODUCTION

This discussion of research in the areas of library funding and economics is based on an implicit model that hypothesizes output measures such as community perceptions or university ratings being, at least in part, determined by quantitative measures of library services and collections. In turn, levels of library services and collections are related to budget size, which may, in turn, be influenced by a variety of political, economic, and social factors. The focus of the research areas proposed below is the investigation of the linkages that may or may not exist between each stage of the model.

A diagram might make this approach clear. Each of the arrows in Figure 1 represents the possible linkages that provide areas for investigation. In addition to determining the existence of these linkages, we are also concerned with their magnitude and direction. Furthermore, we wish to determine whether any feedback relationships exist and, if so, to measure them.

Each section below starts with a general discussion and then turns to specific research questions or topics. The motivation for each is discussed along with comments on the directions the research might take.

B. DETERMINATION OF LIBRARY BUDGETS

Rarely is the library a stand-alone organization. Depending on its type (public, academic, school, or special), the library traditionally finds its budget being determined via a negotiating process with a "parent" organization. The budgetary process involves a mix of politics, economics, and administrative art. Furthermore, there are both internal and external influences on those involved in budget determination. The research areas described below are designed to develop scientific knowledge about the budget process. This knowledge should be useful to both the players and policy-makers; in addition it may be extendible to other organizations in the non-profit, governmental, and service sectors of the economy.

B1. Is there any general, observable linkage between the results of evaluations and size of future budgets?

Budgets and costs are intrinsically linked. There have been many studies of library costs (and additional ones will be proposed in sections C1 and C3 below); occasionally researchers have linked the problem of understanding costs to the politics of library budgeting. For example, in describing some of the problems in obtaining and analyzing comparable cost data from a sample of academic libraries, Kantor (1986, p. 258) related one source of his difficulties to the budgetary process:

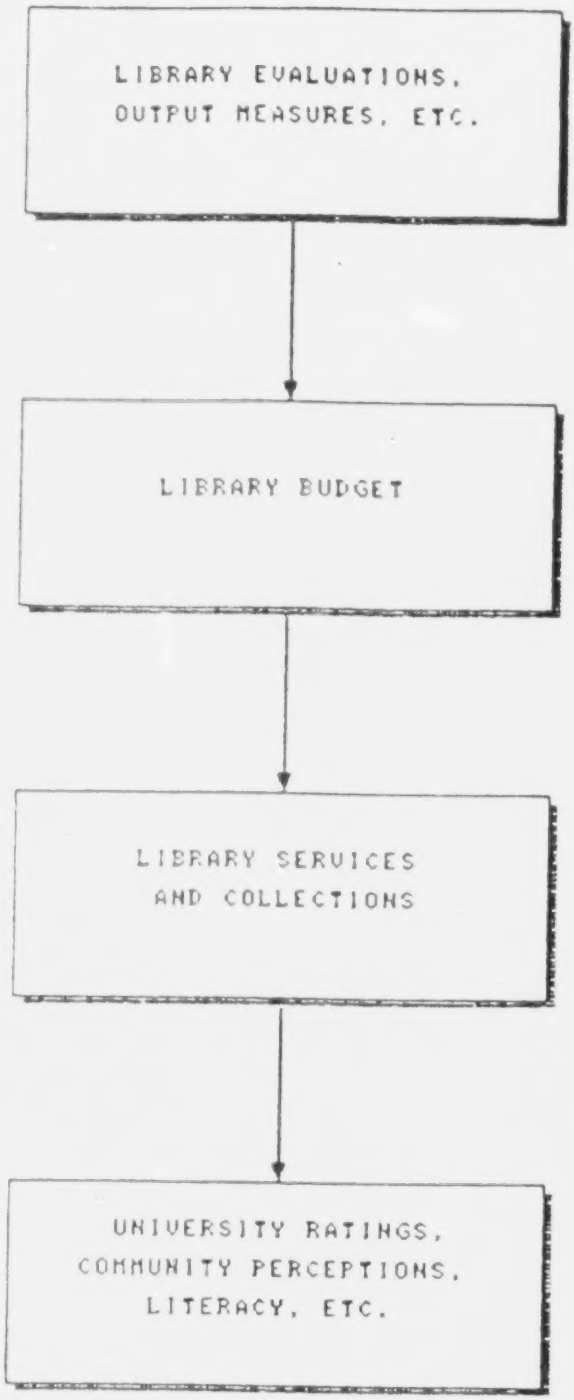
> "The procedure for setting budgets does not take into account levels of service rendered. In fact, a budget is often set on the basis of history, at some fixed fraction of the university budget or the library budget."

Kantor went on to point out that this need not be the case:

> "In principle, the budget process could be changed, so that it would reflect levels of service. This is particularly important in view of the long-range transformation in modes of information storage and retrieval."

There has been comparable discussion and research in the area of evaluation. For example, Orr's classic article (1973) contrasted two schools of thought-one holding that the major benefits from libraries are all intangible and not measurable, the other that measurement was possible and desirable. A significant body of relatively recent research (*e.g.*, Van House, et al., 1987) has examined a variety of quantitative measures of library "goodness" and user satisfaction with library collections and services.

FIGURE 1


LIBRARY EVALUATIONS, OUTPUT MEASURES, ETC.
LIBRARY BUDGET
LIBRARY SERVICES AND COLLECTIONS
UNIVERSITY RATINGS, COMMUNITY PERCEPTIONS, LITERACY, ETC.

It is possible to compare the current state of these areas of research with the status of research into the economics of the regulated industries circa 1965. At that time we knew a lot about the effects of regulatory constraints on the operations of the firm, but we had less of an understanding of what motivated the regulators. Similarly, we now need to research two related areas that deal with the interface between evaluation and budgeting:

a. What evidence exists to indicate that library budgets are or can be affected by the results of evaluations of library operations?

b. Assuming that the results of evaluations can have some influence on the budgeting process, what specific assessment information would be most useful and influential?

There are somewhat comparable moves to use specific output measures in other services; the increased use of test scores in evaluating and rewarding school performance is an obvious example. Hopefully, we can learn from the difficulties in these other areas when designing mechanisms appropriate for specifics of the library situation.

B2. Is the budget an adequate reflection of the level of demand for library services? How would one determine this?

How can we determine the appropriate size for a library (or other not-for-profit service organization)? Optimal size depends on cost considerations and on levels of demand. (*See* question C1 below for a discussion of the cost considerations.) Library managers seek signals on demand for library services from two sources-their users and their funding authorities.

One standard approach to the management of operating units sees divisional budgets as constraints facing the division's managers in their efforts to meet the organization's goals and objectives. As a standard text on management of not-for-profit organizations (Braswell, et al., 1984, p. 48) clearly states: "The budget is the main vehicle for control within any form of organization."

However, organizations with products to sell in competitive markets can obtain signals from those markets. Understanding those signals helps the manager determine appropriate characteristics for the products and plan for reasonable levels of production. But library managers rarely have this sort of information. Even in corporate libraries with chargeback mechanism (which are cited here as often they are the closest approximation to a "market" that librarians see), little is known about how changes in service characteristics might change the levels of demand for particular services.

The budgetary process provides information that might serve as a proxy for user demands. But we know little as to how valid a proxy it is. We need to understand more about how budgets are developed and how to make them more reflective of user demands hidden by the absence of a market.

B3. Does library use of alternative sources of funding or provision of fee-based services weaken or strengthen tax support?

As in many other areas, there seem to be waves of fashion in the forms governmental and foundation support take, both for libraries and for other activities in general. At various times in various places, funds have been allocated in forms such as categorical grants, block grants, construction grants, capitation monies, etc. Throughout, libraries have adjusted their budgets to accept and account for some of these funds. In addition, many libraries have introduced fee-based services for some or all of their user populations.

The long-run effects both of accepting a grant for a specific purpose and of generating fees for certain services may be quite different from the short-run effects. Initially, the additional revenues are viewed by all as just that-extra funds that can enable the library to do something it could not do before their arrival. However, there may be long-run adjustments in the level of general support.

Theoretically, the response of the budgetary authority can fall into any one of four categories:

a. *Rewarding*: General sources of support are increased to reward the organization for seeking additional funds and to provide strong incentives for similar future behavior by this or other organizations.

b. *Neutral*: There is no change to the level of general support; i.e., the overall budget is at the level of the old budget plus the additional support.

c. *Weakly Punitive*: General funds are reduced by an amount that is less than the amount of the additional funds. In this case the organization has grown into new areas, but its budget is tighter overall.

d. *Strongly Punitive*: General funds are reduced by an amount greater than the additional funding.

(Budget growth to cover cost increases is assumed in defining each of these cases.)

Anecdotal evidence leads us to believe that categories [b] and [c] are the norm and that [a] and [d] are rare. In fact [c] may be quite reasonable if there are truly joint costs that can now be shared over a wider range of library activities. (These circumstances also imply that [b] is mildly rewarding.) It would be both interesting and useful to know the distribution of responses across these categories, and whether such knowledge could help in the design of other plans to augment library revenues.

C. EFFECTS OF BUDGET SIZE ON LIBRARY OUTPUTS

Although there is great variation within and across different types of libraries, when viewed from a systems standpoint, each library has two primary functions — the dissemination function and the repository function. The specific library is characterized both by the mix of these two functions and by the presence or absence of other related functions such literacy improvement or provision of meeting space. Over the years many researchers have tried to develop models of efficient library operation. From the economist's point of view, these studies have attempted to measure the effects changes in the levels of use of various inputs have on library outputs. (*See* White, 1983, for a detailed discussion of the problem of separating inputs from outputs.)

Investigation of production and cost functions for libraries remains an area in which additional work may have relatively high payoffs. This is partly due to the fact that service organizations, in general, and those in the not-for-profit sector, in particular, have been targets for possibly complementary research.

The research proposed here, however, is more focused. The first three sets of research questions assume that cost or production functions can be estimated and then seek to determine efficient structures and behaviors. The remaining two questions deal with the specific issues of the effect different sources of funds might have on library service mix and the necessity for changes in library accounting rules.

C1. Is there an optimal structure or size for a library? Are there threshold sizes below which a library can not be efficient? On the other hand, can a library be too big?

A library produces a variety of outputs so that the cost of library operation may depend both on the mix of these outputs as well as on their individual levels. For example, assume the cost of a suburban, single-branch library approximately follows the equation:

Total yearly cost = A + B (collection size) + C (circulation).

In this situation all costs except for the amount A are uniquely driven by either collection size or circulation, and the average cost, in terms of either component, declines as that component is increased. However, it is possible that neither of these conditions holds in reality. First, the effects of collection size and circulation on costs may be neither linear nor additive; they may actually influence costs in a more complex fashion. Second, the economies that come from increases in collection or circulation may be exhausted at some level. If this were the case, it would be incorrect to expect lower average costs from a large regional facility than from two or more separate community libraries.

The cost function above explicitly recognizes that a library has more than one output. In contrast, White (1983) argues that using circulation as the single measure of output captures most of the differences across libraries of a given type. Additional research is needed to determine whether the complications introduced by a multiple-output approach outweigh the advantages. Furthermore, it is also desirable to compare single-equation approaches such as suggested above or used by White with alternative specifications of the cost model. For example, Baumol and Marcus (1973) found that almost all of the variation in library costs for a sample of private college libraries could be explained by equations of the form:

Total library operating costs = A0 + A1 (volumes held) + A2 (volumes added) + A3 (enrollment)

Volumes added = B0 + B1 (volumes held) + B2 (expenditures per student) + B3 (enrollment)

Their approach could be generalized into a simultaneous equations model of library costs.

An additional problem is that most of the statistical methods underlying the measurement of cost relationships assume internal efficiency — that the organization is using the lowest-cost techniques available to it to produce services of a given level of quantity and quality. That the reality of this assumption is questionable has been widely recognized ; for example, again quoting from Braswell, et al. (1984, p. 48) :

"Little attention has been paid to how effective the expenditures have been in achieving the objectives of the organization."

Although there has been research on library cost functions and economies of scale in the past (*e.g.*, Black, 1969 ; Cooper, 1979, 1983, 1984 ; Feldstein, 1977 ; Kantor, 1983), there is a need for additional empirical work that builds on a strong theoretical framework. The important questions are not the comparability of data or procedures across libraries but the design of studies that can produce useful information on the relationships between library size and structure and cost of operations.

C2. What are the long-run implications of sharing services and resources as through inter-library loan, cooperative buying, collection overlap and duplication agreements, reference referral, etc. ? What is the distribution of cost savings across libraries ? Do they add costs to individual library operations ? Are they cited as reasons for reduction in funding support ?

Libraries traditionally have entered into a variety of agreements for sharing resources and pooling certain functions such as cataloging. For a specific library, however, these agreements may result in one or more of the following complications :

a. Operating costs may change ;
b. Quality of service may change ;
c. The library may become a "net borrower" or "net lender" vis-à-vis its partners ;
d. The library's "parents" may seek to change its budget.

In discussions with librarians one often hears stories of pathological outcomes resulting from one or another of the resource-sharing arrangements. To some extent this may be due to partial analyses, but it is likely that the specifics of certain cooperative agreements will work to the disadvantage of one or more classes of libraries.

The library system in the United States is rather decentralized. Without a formal library of last resort such as the British Lending Library, many large libraries may find themselves in the uneconomic position of supplying materials or services to smaller libraries without the hope of reciprocity. At the same time, funding sources in small communities or small colleges may recognize that their libraries are receiving services at less than cost from others and, as a result, realize they can implement budget cutbacks while maintaining services. (This behavior is similar to the "punitive" responses to additional revenue sources described above.)

The existence of the wide variety of cooperative arrangements leads to a need for two types of research :

a. A detailed analysis of how the arrangements work and documentation of the resulting benefits and any actual harmful effects ;
b. Better theoretical and practical understanding of how one can implement provisions containing incentives for efficient behavior by constituent libraries.

C3. What are the effects of technological change on library costs and on the quality of services in both the short-run and long-run ?

Traditionally, many library functions have been performed by skilled workers using labor-intensive methods. Increases in overall pay and standards of living have led to the situation where these functions are often increasingly uneconomical, and library managers have responded by adopting new technologies and de-skilling the jobs. Detailed explanations for the increases in the costs of library operations can be found in Baumol and Marcus (1973) and Baumol and Blackman (1983). (White, 1981, presents a somewhat contrary view. For a more general discussion of the problem of productivity in the service sector *see* Baumol, 1967.)

However, the adoption of new technologies rarely affects only costs. For example, the implementation of automated cataloging and circulation systems in libraries can change the basic parameters of library operations. These might include areas as diverse as the relative costs of original versus copy cataloging and the percentage of a collection that is available to borrowers.

Although both cases in which automation has failed to lower costs and the existence of non-cost, service-oriented changes resulting from library automation have received attention in the literature (*see* Baumol and Blackman, 1983, for a review), there is still a lack of knowledge of how to appropriately model the effects of technological change in libraries. One approach that may provide useful insights would be to directly incorporate technological change in library cost or production functions such as those described in section C1 above. This technique has proved successful in modeling publishing (Pulley and Braunstein, 1984) and telecommunications (Evans and Heckman, 1984).

C4. Is there a theoretical or empirical relationship between the types of financing and the mix of services offered by the library ?

Although, in theory, decisions about the expenditure of funds can be made in isolation from decisions about the obtaining of funds, this is frequently not the case. Specific sums may be earmarked for specific activities, and library managers may have little or no authority to reallocate resources. Nevertheless, the existence of a reasonably large "general fund" can provide a degree of flexibility greater than that which one might suspect from the existence of "special funds" in the budget.

If library management can influence or control the budgeting and grant-giving processes so that the pattern of funding reflects internal desires, little autonomy is lost through the establishment of dedicated funds. On the other hand, budgeting and granting agencies may impose constraints on the use of their funds that critically restrict the choices of management. The research issue is to determine the extent to which the size and character of earmarked funds reflect the interests of internal versus external forces in both budgeting and grant-giving.

D. LINKAGES BETWEEN LIBRARY OUTPUTS AND OBSERVABLE MEASURES OF SYSTEM EFFECTIVENESS

The fact that libraries are frequently one of the constituent divisions of a larger entity (*e.g.*, municipality, university, school, or corporation) has explicitly entered much of the discussion above. Continuing with this framework, we need to address the question of the extent to which the library contributes to the overall objectives of the organization. The specific research questions in this section ask a slightly narrowed version of that question and differ only according to the setting.

D1. (FOR ACADEMIC LIBRARIES) What are the theoretical and empirical relationships between library output measures and university ratings ?

Conventional wisdom is that the universities with the best libraries have the best faculties and the best students. But correlations (assuming they exist) do not imply causality. One could imagine a sophisticated research design that might enable the determination of the effects specific measures of library quality have on the quality of universities, where quality might be measured by faculty rankings, admissions criteria, etc.

University libraries provide a variety of services for their different user groups. What then is the primary contribution of the library : the convenience of its vast collection, the array of bibliographic services it offers users, or its provision of quiet places for study ? Statistically, it may be difficult to separate out the effects of multiple library outputs if they are highly correlated with one another, but the possibility of additional understanding of how the library makes its contribution to the university seems a compelling reason to make the effort.

D2. (FOR PUBLIC LIBRARIES) What are the theoretical and empirical relationships between library output measures and community perceptions, literacy, etc. ?

Public library user and usage studies have grown beyond the cottage industry stage. (*See*, for example, D'Elia and Walsh, 1983, and Harris and Sodt, 1981.) While the methodology of such studies has evolved from an emphasis on circulation statistics as valid measures of use towards a focus on people as users, significant attention has not been paid to the varied uses that might be made of individual library materials. (*See* Zweizig and Dervin, 1977.) Furthermore, the lack of theoretical under-

pinning often leads the results of such studies to be of questionable value to both library managers and policy-makers. We need to develop and empirically test valid models that relate public library outputs (*i.e.*, uses) to the satisfaction of community needs and the generation of perceptions of library value.

D3. (FOR SPECIAL LIBRARIES) What are the theoretical and empirical relationships between library output measures and organizational profitability, innovation, etc. ?

The corporate or association special library is conceivably the easiest type of library for which one can relate library outputs to overall organizational effectiveness. Many of these libraries have a history of providing "library-like" services (such as storage and control of engineers' notebooks) in a cost-effective manner. Furthermore, it should be possible to build on studies of the variation in patterns of use across professions (*e.g.*, Allen's study, 1977, of differences in communications patterns between scientists and engineers) and the importance of accessibility (Culnan, 1985).

D4. (FOR SCHOOL LIBRARIES) What are the theoretical and empirical relationships between library output measures and educational achievement and motivation ?

There are two, somewhat contradictory, views of the school library. Some see it largely as a convenience, putting certain resources near to teachers and students. Others see it functioning as an integral part of curriculum development and implementation. However, past research has provided little guidance even as to the importance of increased accessibility let alone which library functions contribute significantly to educational achievement and motivation.

While current thinking stresses the importance of teacher/librarian cooperation and of a multi-media resource-based approach to learning, the success of such programs is measured by classroom performance standards. (*See* review articles by Didier, 1985, and Marchant, et al., 1984.) Still lacking are measures which isolate the effects of program participation and relate these to specific measures of library effectiveness.

E. CONCLUSION

Of the research areas described above, it is likely that those that focus directly on library operations and their costs (C1 through C3) will have the highest probabilities of success. They build on an existing body of high-quality work and can draw on data sets collected by organizations such as the Association of Research Libraries and the United States Department of Education. However, the areas that focus on the inter-relationships between libraries and other entities, whether as a result of the budgeting process (B1 through B3, and C4) or through the effects libraries have on their users and their environment (D1 through D4), may be both more important and more difficult. Furthermore, the results from research into these latter areas are likely to be useful both to those interested specifically in libraries and to those interested in nonprofit service organizations in general.

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27-CONTR-5-S

La Planificación como incentivo de financiación de bibliotecas públicas

Natividad CORREAS, *Servicio de Bibliotecas de la Comunidad de Madrid, España*

Magdalena VINENT, *Servicio de Bibliotecas de la Comunidad de Madrid, España*

RESUMEN

Las bibliotecas públicas dependientes de la Administración carecen de medios suficientes para satisfacer las necesidades informativas, formativas y de ocio de toda la población. Se asignan cantidades fijas para gastos de personal, mantenimiento de edificios y adquisiciones de fondos bibliográficos, sin tener en cuenta los costos que ocasionan los nuevos medios de información que incorpora la biblioteca pública actual y su responsabilidad como centro de información de primera instancia.

El desarrollo de sistemas bibliotecarios requiere la planificación de los servicios a corto, medio y largo plazo, especificando los aspectos cuantitativos, como incremento de puntos de servicio, fondos bibliográficos y audiovisuales, personal y nuevas tecnologías y aspectos cualitativos, como funcionalidad de edificios, calidad, contenido y valor de los fondos bibliográficos, titulación y características del personal, etc., de forma que permita

cuantificar los costos y llevar a cabo una programación de actividades.

La aparición de la biblioteca pública en España está estrechamente unida al devenir de la Administración Pública y no surge a instancia de determinadas instituciones sociales, lo que se refleja, aún hoy, en la escasa influencia que tiene la iniciativa privada en su funcionamiento. Las bibliotecas públicas son un fenómeno relativamente reciente en España, ya que la primera disposición sobre lectura pública aparece en 1869 con la creación de bibliotecas en las escuelas, como primer impulso de lectura en un país con un elevado índice de analfabetismo.

Caso muy distinto es el de otros países como Inglaterra, Dinamarca, Suecia, etc., en que las primeras bibliotecas públicas surgieron a expensas de grupos de ciudadanos, a través de sociedades particulares, organizaciones religiosas o a través de la propia organización municipal. En ellos, los servicios de lectura pública ligados a la administración local o regional han seguido un desarrollo progresivo que los sitúa en unos niveles muy superiores a los de nuestro país.

Durante la época de la Segunda República (1931-1939) se intentó dar una nueva dimensión a la lectura pública, preparando una serie de disposiciones legales y planes que, de haberse llevado a efecto, hubieran cambiado radicalmente el panorama bibliotecario español. Desgraciadamente no se pudieron poner en práctica y después de la guerra civil se recortaron drásticamente los presupuestos, lo que supuso que las bibliotecas volvieran a caer en la penuria.

El cambio de régimen político en España, a partir de 1975, se plasma en la Constitución aprobada en 1978, que supone el paso a un régimen democrático de convivencia y el establecimiento de un sistema autonómico frente al Estado centralista anterior. La incidencia en el ámbito de la cultura de esta nueva situación es evidente, ya que precisamente la Constitución permite una acción plena de las Comunidades autónomas en el ámbito de la cultura, sin que esta transferencia sea óbice para que el Estado pueda mantener una actividad similar sobre los mismos asuntos.

Es evidente pues que las bibliotecas públicas son un servicio de la administración, ya sea estatal, autonómica o local y, por tanto, deben ajustarse en su funcionamiento al régimen jurídico que la conforma. Las redes de bibliotecas públicas de financiación privada, fundamentalmente de Cajas de Ahorro, tienen escasa incidencia a la hora de medir el servicio público de lectura en su conjunto.

Las circunstancias políticas, económicas y sociales actuales en nuestro país han provocado un cambio radical en la sociedad, lo que ha tenido una importante repercusión en el campo de las bibliotecas, que están viviendo un proceso de transformación para adaptarse a las nuevas necesidades informativas.

En este sentido hay que destacar la evolución de los profesionales, que sin perder su condición de conocedores de técnicas puramente bibliotecarias, han tenido que convertirse en auténticos gestores.

Es esencial, hoy día, llevar a cabo una buena gestión de los recursos disponibles, ya que el objetivo de la biblioteca pública actual no es simplemente mantener sino desarrollar el servicio bibliotecario. Este desarrollo sólo puede lograrse con los recursos financieros adecuados, por lo que es imprescindible conseguir credibilidad no sólo pública sino también política.

El llevar a cabo una adecuada racionalización de los medios disponibles depende de la previsión económica que llamamos presupuesto, que se apoya en los servicios que van a prestarse y se asienta sobre medidas o unidades de trabajo y costos unitarios fijando el gasto en función del desarrollo que se espera obtener.

En España la financiación de las bibliotecas públicas procede de los presupuestos de la administración correspondiente. Las fuentes alternativas de financiación existentes en otros países, como mecenazgo y colaboración con fundaciones o empresas no están muy extendidas. Por otra parte, la venta de servicios especiales de información, publicaciones, alquiler de salas, etc., no generan ingresos directos a las bibliotecas, puesto que el destinatario del beneficio es el Tesoro público y la biblioteca no puede redistribuirlos, salvo infringir gravemente la legislación vigente.

Los presupuestos de la Administración Central y de las Comunidades autónomas, se elaboran con criterios homogéneos por programas de actuación, lo que permite examinar las actividades concretas que se piensan realizar.

Cada programa del presupuesto de gastos se divide en diversos capítulos, destinados a gastos de personal ; gastos en bienes corrientes, como mantenimiento y funcionamiento de los edificios, comunicaciones, material de oficina, publicaciones y publicidad, actividades culturales, adquisiciones, etc. y los gastos de inversión para financiar nuevos edificios, obras, mobiliario, etc.

La ejecución del presupuesto está sometida a la aprobación previa de los gastos a ejecutar y, en todo caso, a lo dispuesto por la Intervención.

El hecho de que las bibliotecas estén integradas en este sistema administrativo, supone una serie de inconvenientes para la eficaz gestión de los recursos asignados.

En primer lugar el bibliotecario español no suele tener que responder de la confección de un verdadero presupuesto, sino que, a menudo, sólo tiene que hacer una indicación de necesidades.

Es importante analizar y elaborar una previsión de gastos anuales porque obliga al conocimiento de los costos, al estudio de necesidades y a la planificación de servicios, además de ser el primer elemento de control de la gestión realizada. Sin embargo, esta previsión no suele ser atendida con demasiada exactitud, por lo que sería conveniente que el bibliotecario interviniera de forma más activa en el planeamiento económico.

En segundo lugar los gastos de personal, consolidados un año tras otro, sólo recogen los aumentos generales para todos los trabajadores de la Administración y las nuevas dotaciones que el bibliotecario consigue demostrar que son necesarias. En el sistema español de gestión presupuestaria el director de un centro o de un sistema bibliotecario no dispone de procedimientos a su alcance para administrar este importante capítulo de las bibliotecas, que supone más del 50 % de sus gastos, ni para incentivar la labor de los empleados de la biblioteca.

Por último la falta de flexibilidad suficiente en la administración económica ha impedido desarrollar en numerosas ocasiones, realizaciones bibliotecarias muy costosas e importantes.

Con independencia de los problemas apuntados, que son inherentes a cualquier actividad de la Administración, es necesario conseguir los créditos adecuados para garantizar la calidad de los servicios.

Por ello es esencial que los bibliotecarios, gestores de grandes centros o sistemas, lleven a cabo una adecuada planificación a corto, medio y largo plazo ; única vía para conseguir financiar los servicios bibliotecarios sin depender de las fluctuaciones anuales.

Así pues será preciso realizar una serie de estudios dirigidos a satisfacer las necesidades sociales en lo referente a información, formación y ocio, consiguiendo el máximo rendimiento de los elementos disponibles.

Antes de poner en marcha cualquier plan es necesario fijar los objetivos para evitar esfuerzos y gastos inútiles. Partiendo del análisis crítico de los recursos personales, financieros y técnicos, es preciso elaborar un programa de actuación y calcular su financiación.

Se deben hacer investigaciones sobre los hábitos y niveles de lectura, la estructura administrativa de los servicios culturales, la legislación existente, la relación de las bibliotecas públicas con otro tipo de bibliotecas o con otras instituciones, la formación profesional, las técnicas aplicadas en las distintas bibliotecas y su normalización ; así como los estudios demográficos y sociológicos pertinentes. Cuando se analice la situación existente, se tendrá en cuenta los aspectos cuantitativos, como son : número de fondos bibliográficos y su incremento anual ; número de lectores y servicios que solicitan ; número de personal ; número de edificios y metros cuadrados ; mobiliario y equipos ; además de aspectos cualitativos como son : características del personal, fondo bibliográfico, en lo que se refiere a calidad, contenido, valor y grado de conservación ; edificios, en cuanto a calidad en función de su emplazamiento, capacidad, funcionalidad y conservación ; mobiliario y equipos ; organización técnica de selección, catalogación, préstamo, coordinación y cooperación interbibliotecaria, etc.

Una vez analizada toda la información recogida se programan las actuaciones para alcanzar los objetivos propuestos inicialmente, se elabora la valoración económica y se establecen las prioridades.

Después de aprobado el Plan se inicia su ejecución, haciendo las rectificaciones necesarias en función de las evaluaciones constantes de su realización.

Como ejemplo de obtención de recursos se puede citar el *Plan Regional de Bibliotecas de la Comunidad de Madrid*, cuya

primera fase elaborada por el personal técnico del Servicio de Bibliotecas fue asumida por el Consejo del gobierno regional y aprobada por unanimidad en la Asamblea legislativa, asegurando un desarrollo continuado del servicio de bibliotecas públicas.

La primera fase de este PLAN se centra en las bibliotecas de titularidad y gestión propias de la Comunidad, ubicadas todas ellas en la ciudad de Madrid, donde se concentra casi el 70 % de los habitantes de la región siendo el número de bibliotecas y de volúmenes por habitante claramente insuficiente. El tradicional retraso que ha padecido todo el país en este sector se agudiza en áreas como la de Madrid, que al contar con una serie de instituciones de carácter nacional (Biblioteca Nacional, Centros de Investigación Nacional, etc.) han visto desatendidos los servicios de lectura pública.

El objetivo del Plan ha sido conseguir un sistema de Bibliotecas de distrito, coordinadas desde la Biblioteca Central, siguiendo las directrices de INTAMEL (International Association of Metropolitan Libraries) y dejando la organización de las pequeñas bibliotecas de barrio a la administración local. Esto debe permitir que, una vez construidas las nuevas bibliotecas en sustitución de las pequeñas e insuficientes bibliotecas actuales, la ciudad de Madrid cuente con una cobertura mínima de servicios bibliotecarios.

El desarrollo del Plan ha sido progresivo. En primer lugar se llevó a cabo un análisis de la situación bibliotecaria, que presentó un índice de 0,2 volúmenes por habitante, edificios y locales cualitativa y cuantitativamente inadecuados, y una escasez de personal alarmante.

Se creó, entonces, un grupo de trabajo multidisciplinar integrado por bibliotecarios, sociólogos y arquitectos con el fin de conseguir datos sobre la oferta sociocultural de Madrid para analizar la demanda real y teórica de lectura, así como plantear los objetivos a alcanzar, establecer los módulos de edificios, fondos bibliográficos y personal, que una vez cuantificados permitieran llevar a cabo una programación adecuada.

La primera fase consistió en realizar un estudio demográfico y cultural que hiciera posible detectar la demanda potencial de bibliotecas públicas con vistas a la adecuada ubicación de las mismas. La conjugación de los datos de población con los niveles educativos y el análisis de la distribución actual de bibliotecas públicas en Madrid permitió obtener una serie de variables que indicaban, dentro de cada distrito, qué zonas eran las idóneas para la instalación de bibliotecas, teniendo en cuenta las disponibilidades de edificios o solares.

Una vez conocida la situación, la demanda de lectura y los lugares idóneos de ubicación se realizaron los módulos que consisten en un programa de necesidades para edificios e instalaciones, el número de volúmenes y audiovisuales que se pretende adquirir, así como el personal que deberá atender las bibliotecas, contando, al menos, con un bibliotecario profesional en cada punto de servicio.

Hechos los módulos, se procedió a la cuantificación económica realizando posteriormente la programación de las inversiones durante un periodo de ocho años (1989-1996).

El orden de actuación en cada uno de los distritos es inversamente proporcional a la situación de oferta de bibliotecas públicas que presentan los diferentes distritos.

Esto supone una inversión de 6.550.109.000 pts., distribuidos en 3.947.964.000 de pts. en obras, 1.560.065.000 de pts. en mobiliario y 1.042.080.000 de pts. en fondos bibliográficos.

El mantenimiento de estos nuevos servicios bibliotecarios, junto con los gastos del personal necesario ascenderá a unos mil quinientos millones de pts. anuales, teniendo en cuenta la previsión del incremento del coste de la vida.

La ejecución del PLAN mencionado permitirá dotar a la ciudad de Madrid de un sistema de bibliotecas públicas digno y adecuado a la demanda de los ciudadanos que pueda cubrir los requerimientos informativos, de formación permanente, de ocio y culturales de los habitantes de todos los distritos de la ciudad, y que complementado con las bibliotecas de barrio necesarias, se conviertan en "una institución democrática para la enseñanza, la cultura y la información", como pregona el Manifiesto de la Unesco sobre la Biblioteca Pública (1972).

El ejemplo citado pone de manifiesto que una planificación adecuada, debidamente justificada y cuantificada permite, en muchos casos, obtener los recursos de crecimiento necesarios si ésto va unido a una gestión eficaz, que se reflejará en la adecuada administración de los mismos utilizando los métodos de evaluación posibles con el fin de controlar, periódicamente, si el trabajo realizado está en relación con las exigencias del público y con los medios de que dispone la biblioteca, de forma que permita conocer el impacto causado en los usuarios en general, para limitar o extender las acciones publicitarias de información y programar actividades inscritas en la política de acción cultural local.

Esta evaluación es, a la vez, un medio de control sobre la gestión y un instrumento que permite prever actividades futuras y ampliar la oferta de servicios ; proporcinando a la administración, de la que depende la biblioteca, la valoración del empleo de las cantidades que figuran en el presupuesto en relación con los resultados.

A través de sistemas de información como son las estadísticas, se pueden recoger los aspectos cuantitativos, que, una vez analizados, servirán para llegar a una toma de decisiones que unido a la profundización de datos concretos plasmados en las encuestas o informes servirán para conocer las aficiones lectoras de un sector de usuarios, así como para constatar, ulteriormente, la sincronía entre los intereses y la práctica.

Por tanto ningún bibliotecario debe obviar el aspecto económico de su gestión al frente de las bibliotecas, cuya importancia se manifiesta cada vez más en la bibliografía profesional, ya que es el medio para alcanzar el máximo desarrollo de las bibliotecas.

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CONCLUSIÓN

Año	18 Bibliotecas (superficie m²)	Puestos de lectura y audición	N.° volúmenes	N.° audiovisuales	Δ/Personal	Total Personal
1986	7.144	2.523	780.434	0		181
1987	7.144	2.523	812.657	0	- 14	167
1988	7.089	2.523	842.657	0	+ 3	170
1989	9.324	2.876	884.157	5.000	+ 21	191
1990	12.032	3.321	972.594	10.000	+ 43	234
1991	17.572	4.079	1.151.431	20.000	+ 61	295
1992	29.722	5.509	1.429.163	35.000	+ 103	398
1993	34.491	6.036	1.589.222	45.000	+ 48	446
1994	42.197	7.140	1.861.714	60.000	+ 70	516
1995	49.541	7.903	2.052.524	75.000	+ 63	579
1996	54.502	7.938	2.124.737	85.000	+ 15	593

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1-CONTR-1-E

Can we run libraries without books and journals ?

John DAVIES, *M.A., A.L.A., Chairman of the European Publishers and Librarians Working Party (GELC), Director of Educational and Professional Publishing at The Publishers Association, United Kingdom*

I present this paper from my position in the Chair of the European Publishers and Librarians Working Party. In the early 1980s, the European Commission began to take initiatives in the areas of books, publishing, libraries, copyright and information transfer These initiatives have continued, indeed have increased, in the latter half of the decade.

Too frequently, at the widely attended fora organised by the Commission of the European Community to discuss these matters, confrontation occured between publishers and librarians, especially over issues connected with copyright. A suggestion was accepted by the European Commission that representatives of publishing and of libraries in the member states should meet more informally and regularly to discuss in detail matters of agreement of disagreement. It is the results of these deliberations that I now wish to put before you.

There has been consistent and steady representation on the Working Party from France, the Federal Republic of Germany, the Netherlands and the United Kingdom. Representatives of other member states have attended, but less frequently. The members of the Working Party are active participant in GELC (the European Publishers Group) and IFLA, but do not claim in this context to represent the views of those organisations.

I have a particular interest in seeking common ground between publishers and librarians. Prior to taking up my present post with the publishing industry, I worked in libraries, public, academic and educational, for 12 years.

The title of my paper *Can we run libraries without books and journals ?* probes at the back of our discussions continually. We have been acutely aware in our discussions of two particular trends in modern Europe :

(a) a real decrease in the funding of library acquisitions
(b) an anxiety to supplement, or even to replace, traditional methods of communication with a new information technology

To the effects of these two developments, we have, in the main addressed ourselves. An outline of the activities, publications and membership of the group have been prepared and is available from the International Group of Scientific, Technical, and Medical Publishers in Amsterdam[1].

Although the Group has concentrated mainly on Europe, it has discovered that the same problems are encountered in countries pursuing similar information activities, notably in the United States and in the Old Commonwealth. Two articles published in 1988 by Herbert S. White (Indiana University)[2] and Karen Hunter (Elsevier Science Publishing)[3] aptly summarise the tensions that the new situation creates between publishers and librarians. White suggests that what was once a "warm and co-operative relationship" between academic publishers and librarians has become a "strained marriage." Librarians, stretched for funds, blame publishers for inordinate price rises, particularly in the cost of journal subscriptions. Both he and Ms Hunter point, however, to other factors : currency exchange rates, shorter print runs, growth of new specialisms, growth in volume of publication. They both also admit that not all publishers have been as scrupulous as they should be in their approach to the market.

Academic publishers and librarians, it must be remembered, are agents in the process of diseminating knowledge. The progenitor of the knowledge is the author, via the publisher. The recipient of the knowledge is the reader, via the librarian. There is no indication that, at present, authors want to publish less or readers to read less. It is therefore not helpful for publishers and librarians to scrap in the middle in what Richard Dougherty called "a war of attrition (which) eventually everyone will lose."[4]

The core of the problem must be acquisitions funding and whether states are prepared to provide the funding so that libraries can provide adequate collections of books and journals. The evidence presented to the European Working Party indicated that this was not the case. In France, funding for library acquisitions was almost halved during the 1970s. In 1982, only 55 FF were being provided annually per student, which buys 0.16 of a book and 0.06 of a periodica[1]. Over 80 per cent of expenditure in science went on periodicals.

Shortfalls in acquisitions to German libraries between 1981 and 1983 amounted to between 10 and 25 per cent. Interlibrary loans doubled between 1970 and 1980 and increased by a further 35 per cent to 1985. Only 325 out of 1000 public libraries spent more than 2.50 DM per person.

In the United Kingdom, university library expenditure on books and journals had been cut by 25 per cent against the Retail Price Index, polytechnic spending by 27 per cent, public library book funds by 7 per cent. The Dean of Science of North East Polytechnic stated that, without appropriate books and journals, degree courses would "inevitably wither and die." The Standing Conference of National and University Libraries said that cuts were harming the development of library services and reducing the support given to teaching and research.[5]

The first question that the Working Group could ask the Commission was "Can we *be expected* to run libraries without books and journals ?" A statement was issued in 1982 by the Group[6] with a united voice lamenting the decline in library acquisitions funding. The Commission was slow to take this up with the member states but admissions were rung reluctantly out of Ministers at national level about the effects on research. In 1988, Mr Robert Jackson, Parliamentry Under Secretary of State for Education (United Kingdom) admitted "Research has in general been more severely affected than teaching by the squeeze on library funding in recent years"[7]. In the meantime, an additional £9 million had been earmarked for library acquisitions over recent years.

This rundown in library acquisitions prompts a series of questions about the direction in which the countries of the European Community and other countries in a similar position are now travelling :

1. Scholarly publishing is being increasingly supported and maintained by purchases from the commercial and professional sector rather than state-funded higher education. Are we thus moving towards a privatised market, private funding, private education, private libraries ?
2. The rise in interlibrary loans in the Federal Republic of Germany is not untypical. When libraries cannot purchase the books and journals that they make the deficiency good by borrowing from elsewhere. Such borrowing has always been part and parcel of the library system for material which the library could not reasonably be expected to hold, but now seems to be being used for material which the library would have, in the past, been expected to hold. Two great dangers must arise from this. Access to materials will be inordinately delayed while information is passed round the system. Careful checks will be acquired to ensure that items are at least available at one point in the system. Prices of certain publications, monographs

and journals, will inevitably rise if this type of activity is extended to replace direct services. In this context, the motivation of the European Commission's Action Plan for Libraries[8] must be queried. 95 million ECUs are to be invested in a streamlined, highly technological, European inter-lending system. But should we invest in an elaborate superatructure without ensuring that it is supported by a viable infrastructure ? By the European Commission's own survey, the infrastructure in many member states looks extremely thin[9].

3. Why are these countries allowing their own research collections to run down while making this type of provision a priority in their dispensation of educational aid to other countries ? In the early 1980s, a World Bank Policy Paper singled out the provision of books as the "most solid determinant of academic achievement."[10] At the present time, major projects involving the provision of millions of pounds worth of book provision are under way in Jordan, Tanzania, Nigeria, Uganda and Pakistan. Huge sums of money have been expended on libraries in China, and throughout Asia and Africa. If book and journal provision is such a key to development and growth, why are the nations of Europe permitting their own valuable resources to deteriorate, instead of taking advantage of the moves towards a single Europe to replenish and increase them ?

4. Many claims have been made for the new technology and its ability to replace the printed word. It can only be said that, at present, there are few signs that this has happened on any noticeable scale, although such a transformation in the information world has been prophesied since the mid-1970s. This aspect of the replacement of books and journals has been given particular attention by the European Working Party. Funding is, again, a major problem. Adequate systems cannot be created from funding "stolen" from traditional acquisitions collections. This merely debilitates the main collection and, at the same time, fails to produce an adequate base of electronically published material. This point was particularly underlined in the Working Group's statement on Libraries Budgets, to which reference has already been made.

International initiatives, like ADONIS, and those which have been confined to one country, like the Knowledge Warehouse, have proved very costly and have foundered on funding. Realistically, it will be some time before any coherent or comprehensive information system emerges, and developments to date provide no justification for running down book and journal acquisitions funding in the interim period.

Nonetheless, the European Working Group believes that electronic publishing has great potential and has closely monitored developments. The group issued a statement in 1984, entitled *The Impact of Electronic Technology*[11] which sought to clarify the roles of the various participants : authors, publishers, librarians, booksellers and governments, and also to construct an acceptable basis for dealing with Copyright where charges were being made for use. A review on the journal *Monitor* was somewhat dismissive of this approach, accusing publishers and librarians of being leaden-footed over the new technology, but it remains an expensive area of development where a certain amount of circumspection can pay dividends.

The Working Group followed this in 1987 with a more focussed study of *The Use of Optical Media for Publication of Full Text*[12]. This discussed the advantages and disadvantages of this type of new media and emphasized "agreement on conditions of sale or lease."

The Working Group will be turning its attention in the future to a number of further matters of concern to both publishers and librarians : the archival deposit of electronic publications, open systems interconnection, current alerting, systems, universal availability of publications, the free flow of information.

The activities of the Working Group have been in a sense unique, not only bringing together publishers and librarians, but bringing them together accross national barriers. A seminar on the work of the Group, which has close contact with the European Commission, is planned for 1990.

The overriding concern of the Group remains, however, that with which it started. Regardless of developments in the new technology, regardless of the need to restrain public expenditure, we *cannot*, at present, run libraries without books and journals.

To Richard Hooker is attributed the statement : "Change is not made without inconvenience, even from worse to better"[13]. There can be little doubt that this observation will apply to the changes in the library situation, with reduced book funds, the introduction of new technology. Some changes we must resist, to others we must adapt, but the process of reconciling ourselves to change will be made very much easier through the sort of co-operation between publishers and librarians that I have described.

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2-CONTR-2-F

Quelques problèmes dans l'implantation de systèmes d'information avancés dans des pays en voie de développement

Jaime ROBREDO, *Ecole de Bibliothéconomie de l'Université de Brasilia, Brasilia, DF (Brésil)*
Tania Mara BOTELHO *Ecole de Bibliothéconomie de l'Université de Brasilia, Brasilia, DF, Brésil*
Murilo B. da CUNHA, *Ecole de Bibliothéconomie de l'Université de Brasilia, Brasilia, DF, Brésil*

1. INTRODUCTION

Une étude très complète a été publiée par Parker[1] sur les activités de l'Unesco en matière d'assistance aux pays en développement, au moyen des consultances et des projets dans le domaine de la documentation et des systèmes d'information. Des études similaires concernant d'autres organismes internationaux et des agences de financement de projets seraient utiles pour avoir une vision plus précise de la magnitude de l'effort réalisé au cours de plus de trente ans pour promouvoir l'implantation de systèmes d'information dans de nombreux pays.

L'une des rares études qui analyse l'efficacité des consultances internationales a été réalisée par Ferreira[2], dans le domaine de l'information scientifique et technique, au Brésil. L'étude évalue, dans une certaine mesure, le succès de la consultance par rapport à un modèle qui considère les efforts dépensés pour identifier le problème et proposer des solutions. Ce modèle, qu'on peut considérer comme classique, étudie la consultance elle-même, mais ne considère pas le suivi du processus qui en découlerait et qui, en fait, est ce qui intéresse pour savoir jusqu'à quel point une consultance ou un projet ont produit des effets positifs dans le développement des structures

d'information du pays receveur, ou s'ils n'auraient été que des actions ponctuelles isolées, sans aucune suite.

La question est assez complexe et nombreux sont les auteurs qui ont soulevé le problème de l'implantation de systèmes d'information dans les pays en développement ou analysé la difficulté d'établir des mécanismes efficaces susceptibles d'assurer le transfert des connaissances techniques des pays industrialisés vers les pays du Tiers-monde[3,4].

Il a été questionné l'intérêt du transfert indiscriminé des informations scientifiques et techniques sans mettre en œuvre les moyens permettant l'adaptation des nouvelles techniques aux réalités locales. Des banalités telles que "l'information est pouvoir" ou "l'information est la base du développement" peuvent être remises en question et, d'après Saracevic[7] ont besoin d'être démontrées, en fonction des structures des pays en développement. La conception des services d'information dans ces pays a été discutée de façon détaillée par Saracevic et collaborateurs[8] et par Keren et Harmon[9].

Par ailleurs, le filtrage ou la censure des informations par les fournisseurs, qui méconnaissent souvent la réalité des pays receveurs (quand il ne s'agit pas d'autres raisons encore plus discutables) semblent insoutenables[10].

Une tentative d'établir des "ponts" directs entre les pays de l'hémisphère sud, pour échanger leurs technologies adaptées ou appropriées et favoriser les transactions commerciales, qui mériterait d'être citée est celle du projet TIPS (Technological Information Pilot System)[11], dont les résultats ne pourront être évalués avec une certaine confiabilité que d'ici quelques années.

Une analyse, même superficielle et approximative des consultances et projets qui ont réellement abouti à des résultats positifs et qui survivent aux difficultés économiques et aux bourrasques politiques des pays en développement ne permettrait d'identifier qu'un nombre très limité d'entre-eux.

L'objet de ce travail est d'analyser quelques facteurs susceptibles de déterminer le succès ou l'échec des projets ou des consultances, afin de proposer une liste des facteurs ou conditions qui semblent indispensables pour qu'il soit permis d'espérer le succès d'un programme de coopération internationale. Dans l'absence — en tout ou en partie — de ces conditions, les prévisions ne sauraient être très optimistes. Il convient d'insister, toutefois, sur le fait que le respect des conditions proposées est indispensable pour qu'un projet ou mission de consultance puissent donner lieu à des résultats favorables, mais elles ne peuvent, en aucun cas, les garantir.

2. QUELQUES AFFIRMATIONS, QUELQUES QUESTIONS ET QUELQUES DOUTES

Il est généralement admis que le développement social est inséparable du développement économique[12,13]. Par ailleurs, le développement économique est vu comme une conséquence du développement scientifique et technique[14-16], lequel ne peut être acquis sans une solide base d'informations actualisées, permettant d'orienter les politiques nationales[17-22].

Pour certains auteurs il vaudrait mieux remplacer les expressions de "pays en développement" et "pays développés", respectivement par celles de "pays dépendants" et "pays dominants"[23-28]. Dans le jargon économique on parle parfois de "pays centraux" et de "pays périphériques". Parlera-t-on un jour de pays "marginaux" ou "marginalisés"? La question reste posée.

Dans l'opinion de Vitro[30], le transfert progressif des informations des pays riches vers les pays en développement, finirait par diminuer l'écart entre les hémisphères nord et sud.

Menou[31] souligne et renforce cette opinion en affirmant "qu'il n'y a pas d'autre option, en matière de stratégie pour le développement de l'industrie des services de l'information, sinon celle de faire le plus grand usage possible de la technologie moderne".

Ces points de vue, bien qu'incontestables dans le fond, nous semblent un peu trop optimistes et même idylliques, compte tenu de la complexité du problème. En fait, au cours des dernières années, l'écart entre pays riches et pauvres n'a fait qu'augmenter.

Parker[32] analyse brièvement, mais avec une certaine rigueur, les raisons qui déterminaient à l'époque l'incapacité "de l'Unesco pour offrir une orientation sur comment formuler et mettre en œuvre les politiques nationales d'information ou sur les rôles et fonctions des points focaux, dans ce domaine".

On pourrait rappeler, en passant, que les conflits internes, comme, par exemple, la compétition NATIS x UNISIST, ont eu parfois des répercussions négatives sur les programmes de certains pays. Dans ce cas, néanmoins, l'histoire aurait eu un final heureux avec la création du Programme Général d'Information.

Dosa[33] rappelle fort à propos que le "développement ne peut être réduit à la croissance économique ; il s'agit en fait d'un processus qui vise, au moyen de la transformation des structures, la satisfaction des besoins humains d'ordre matériel et non matériel..." Elle rappelle encore une étude de la Fondation Dag Hammarskjold et de l'International Foundation for Development Alternatives, dans laquelle on attire notre attention sur le fait que "l'afflux de capitaux vers les pays en développement risque d'exclure (du processus de développement) quelques huit cents millions de personnes qui vivent dans la misère la plus absolue".

Vitro, dans un récent article, souligne la nécessité de repenser le rôle que la science et la technologie peuvent jouer dans le développement[34]. C'est en fait sous un nouvel angle que le développement doit être considéré. Il convient de penser à un développement intégré (social-économique-culturel-technologique), adapté aux réalités locales, comme point de départ et comme but à atteindre, dans le cadre de la coopération internationale. Dans ce sens nous devons saluer avec satisfaction la très récente initiative des Nations unies d'orienter une partie importante des fonds destinés à la coopération avec le Brésil, à la consolidation et amélioration de l'infrastructure de la "Favela de la Rocinha", le plus grand bidonville — et un des plus misérables — de Rio de Janeiro, tout en continuant d'appuyer les projets de développement les plus avancés.

Il convient encore de rappeler que certains programmes et projets visant l'implantation de systèmes d'information d'une prétendue ampleur nationale, en déversant sur les pays du Tiers-monde des flots d'argent, obtenu au moyen de prêts consentis avec des intérêts très élevés, n'ont servi, en réalité, qu'à augmenter le poids de la dette[35].

Par ailleurs, il semblerait légitime de formuler quelques doutes sur les intentions réelles qui pourraient se cacher parfois sous une apparence d'aide et support généreux et désintéressés, de la part de certains gouvernements, dans l'implantation de systèmes d'information pour le développement scientifique, technique, économique et social. N'y aurait-il pas, dans certains cas, l'intention cachée d'orienter l'écoulement de produits et équipements fabriqués par les pays donneurs, voire d'augmenter la domination technologique ?

Le récent mouvement "mondial" de protestation contre la "destruction" de la forêt amazonienne risque de renforcer ce doute lorsqu'on considère que plus de la moitié de l'aire "dévastée" au cours des vingt dernières années est le résultat de projets gérés par des entreprises étrangères ou multinationales avec siège dans des pays industrialisés. Il est pour le moins troublant la coïncidence que les pays qui réclament le plus de ces "atteintes à l'équilibre écologique" sont, justement, les principaux responsables pour le trou d'ozone dans l'atmosphère.

Les pays receveurs, d'autre part, peuvent, par leurs mesures protectionnistes excessives, devenir des agents neutralisants des efforts de développement qu'ils ont appuyés.

Les intérêts en jeu pour le contrôle de l'information, à l'aube de l'ère quaternaire, sont immenses[36-43], et une nouvelle conscience commence à se développer.

Parker[44] fait remarquer que "l'explosion des intérêts dans le domaine de l'information, de la part d'autres agences internationales, des groupes multinationaux, des gouvernements et de leurs agences et de milliers d'entreprises commerciales ou d'institutions universitaires ou de recherche, et même de la part d'individus, aura plus d'influence sur le rôle futur de l'Unesco et sur son influence dans ce domaine (l'information) que l'explosion de l'information proprement dite".

Cela s'appliquerait aussi à la longue liste d'organismes internationaux et d'agences de coopération de divers types, dans le domaine technico-scientifique[45].

De nombreux auteurs se sont penchés sur le problème du transfert de technologie et des informations[46], nous apportant des informations de grande valeur pour une meilleure compréhension du problème. Après un examen — forcément partiel — des flots d'articles et de communications sur les problèmes ici soulevés, il reste l'impression que nous ne voyons que la portion émergée de l'iceberg et que pour bien pouvoir comprendre l'effet de tous les facteurs qui jouent un rôle sur le succès des projets de transfert d'information et d'implantation de systèmes avancés d'information, nous aurions besoin de jeter un coup d'œil sur ce qui se passe sous l'eau.

3. QUELQUES FACTEURS ET CONDITIONS DETERMINANTS

Avant d'entrer dans le vif du sujet, nous voudrions faire une déclaration d'optimisme sur l'énorme potentiel des organismes internationaux dans le transfert des connaissances vers les pays en développement et dans l'établissement de systèmes d'information.

Dans le cas de l'Unesco, le développement des systèmes ISIS, Mini-ISIS et Micro-ISIS, les efforts en faveur de la normalisation, les très importants documents publiés sous les auspices du Programme Général d'Information, et le programme RAMP sont quelques exemples des résultats positifs qu'on peut attendre de la coopération internationale. Les systèmes INIS et AGRIS, développés, respectivement par l'Agence internationale d'énergie atomique (AIAR) et par l'Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO), et le système MEDLARS/MEDLINE, résultat de la coopération entre la Bibliothèque nationale de médecine, aux Etats-Unis et l'Organisation Panaméricaine de la santé (OPAS), qui fit surgir la Bibliothèque régionale de médecine, à São Paulo, sont encore des exemples — parmi d'autres — des possibilités offertes par la coopération entre pays industrialisés et pays en développement, avec des bénéfices évidents pour tous les participants.

Il serait encore possible de citer de nombreuses consultances et projets qui ont abouti à des résultats concrets et positifs. Cela n'empêche que si l'on analysait, mission par mission, les résultats des consultances citées dans les annexes de l'ouvrage de Parker[47], le nombre de celles qui auraient donné lieu à des résultats pratiques tangibles — et pas seulement à des recommandations — serait assez faible.

On pourrait, alors, se demander pourquoi une mission de formulation d'un projet n'aboutit pas à son implantation, ou pourquoi un projet, même s'il atteint ses objectifs pendant la période dans laquelle le pays bénéficie de l'assistance extérieure, s'effondre très souvent quand celle-ci s'arrête.

A la lumière de ce qui a été exposé jusqu'ici, nous pouvons voir qu'une certaine attention a été attachée aux aspects humains, et plus particulièrement aux qualités des consultants et à leurs relations avec le personnel de contrepartie[48-52]. D'autres publications peuvent encore être citées comme complément de ces aspects[53-55]. En ce qui concerne les autres facteurs évoqués, ils ne semblent pas avoir mérité beaucoup d'attention de la part des chercheurs.

Un des auteurs de cette communication, dans un travail précédent[56], avait signalé quelques facteurs d'ordre a) technologique, b) d'infrastructure, c) humain, et d) relatifs à l'environnement comme pouvant jouer sur la difficulté d'implantation de réseaux d'information. Un autre auteur de cette même communication, avait divisé les facteurs susceptibles d'influer sur le transfert de la technologie de l'information en a) économiques, b) de main-d'œuvre, c) physio-écologiques, d) culturels, démographiques et sociaux, e) politiques, et f) d'infrastructure[57].

Nous allons essayer d'établir, dans ce qui suit, une liste — évidemment pas exhaustive — des conditions qui nous semblent importantes pour pouvoir espérer quelques résultats positifs dans les efforts de la coopération internationale. Dans cette liste, bien que nos assertions semblent être susceptibles de généralisation, les commentaires et observations qui accompagnent certains points sont le résultat de l'expérience acquise dans le cas concret du Brésil.

Il s'agit en fait de repères qui devraient permettre de définir un scénario — ou modèle — administratif applicable à des cas précis ou qui pourrait être extrapolé à une échelle nationale ou régionale.

Facteurs/conditions préalables à toute négociation

— Harmonie absolue entre les priorités politiques du pays receveur et les intérêts ou les lignes d'action établies dans le programme de l'organisme donneur.

Il convient de rappeler que les programmes d'activités — et par conséquent, la distribution des fonds — sont établis à l'occasion de la Conférence générale de l'organisme international, avec la participation de représentants des pays membres. Il conviendrait, par ailleurs, d'attacher un peu plus d'attention aux qualifications et connaissances des représentants nationaux désignés par les gouvernements.

— Disponibilités de canaux de communication dûment agréés entre les parties.

Le respect des hiérarchies et des canaux de communication peut allonger le temps des négociations, mais il est indispensable pour rendre légitimes les accords. De la même manière, les personnes chargées de la négociation doivent être dûment agréées.

— Identification des points des programmes d'action des deux parties, auxquels seraient associés la mission ou le projet, objet de l'aide ou de la coopération à négocier.

Cela va de soi que la durée des actions négociées ne pourra pas excéder ni l'étendue des plans ou des programmes des parties ni le montant des fonds disponibles.

Facteurs/conditions concernant l'environnement

— Stabilité politique dans le pays receveur.

— Harmonie entre l'action ou le projet et les conditions socio-économiques et culturelles dans lesquelles ceux-là s'insèrent.

Il convient de prêter attention aux possibles tensions qui pourraient résulter d'un changement trop brusque des conditions de vie ou de travail d'une partie de la communauté, ou d'investissements qui ne bénéficieraient qu'à une partie de la communauté au détriment du reste de la population.

— Intérêt suffisant des produits/résultats créés par le projet, pour la communauté visée. Les résultats doivent contribuer de manière positive à améliorer les conditions de vie ou de travail de leurs utilisateurs.

Facteurs/conditions d'infrastructure

— Vérification de la possibilité de réaliser les innovations technologiques proposées, dans les conditions précises existantes ou à créer.

Les modernes systèmes d'information doivent faire appel aux facilités ouvertes par la télématique, mais il est illusoire de vouloir bénéficier, dans le cadre du projet, de facilités de télécommunication qui n'existent pas ailleurs dans le pays. On peut, à la rigueur — et cela est parfois indispensable — demander au pays receveur de prendre certaines mesures préalables de renforcement de l'infrastructure existante, avant de commencer l'action ou le projet.

On ne doit pas oublier, toutefois, que le projet ou l'action sont destinés à initier ou à accélérer le développement progressif et constant et non à résoudre un petit problème d'aujourd'hui.

— Compatibilité des équipements apportés par l'aide ou la coopération internationale avec les conditions et réalités locales.

Il est inutile d'importer des équipements très avancés pour lesquels on ne pourrait pas trouver, en cas de besoin, des pièces détachées ni assurer l'entretien dans le pays.

Facteurs/conditions institutionnels

— Position hiérarchique appropriée de l'institution qui reçoit l'aide, au sein de l'éventuelle institution mère.

— Appui officiel indispensable à l'institution qui reçoit l'aide internationale, dans l'accomplissement des nouvelles fonctions qui pourraient résulter de l'action ou du projet.

Il est inutile de s'efforcer dans la création d'un centre d'excellence qui ne bénéficierait pas de l'appui des autorités pour garantir ses nouvelles fonctions et responsabilités et assurer, au moyen des mesures légales nécessaires, sa continuité et éventuelle expansion.

— Intégration, dans le projet, d'autres institutions nationales qui exerceraient des activités complémentaires ou similaires.

Il n'est pas nécessaire d'insister sur l'importance de l'intégration et de la normalisation en matière de téléinformatique et de réseaux d'information.

Facteurs/conditions technologiques

— Capacité d'assimilation des nouvelles technologies apportées ou développées par le projet, de la part du personnel local.

— Possibilité réelle d'adaptation des nouvelles technologies aux conditions locales.

Les étapes qui mènent à l'implémentation de nouvelles technologies doivent être progressives. On ne doit pas passer à l'étape suivante sans avoir vérifié que les résultats de l'étape précédente sont acquis.

— Analyse des possibilités d'utilisation de technologies appropriées ou adaptées, existant localement avant de se décider par l'importation d'une technologie équivalente.

— Analyse des possibilités d'utilisation d'équipements

accessibles localement, avant de se décider par l'importation d'un équipement équivalent.

Le projet ou l'action doivent favoriser l'utilisation des ressources locales.

Facteurs/conditions économiques

— S'assurer, avant de commencer toute action, que les fonds que les deux parties doivent destiner au projet existent réellement et qu'ils seront disponibles quand et comme prévu.

Des retards dans la disponibilité des fonds peuvent compromettre le projet.

— Etudier soigneusement et établir clairement les apports financiers des parties, ainsi que les conditions pour en disposer effectivement.

On doit éviter les effets inflationnistes ou les conditions trop lourdes de remboursement des prêts qui pourraient neutraliser les effets positifs du projet.

— Eviter d'utiliser l'argent international pour le payement du personnel local.

A la fin du projet, on risquerait de ne pas pouvoir continuer à payer le personnel.

— Ne pas faire des souscriptions à des publications ou établir de contrats d'entretien des équipements avec l'argent international, si l'on n'est pas raisonnablement assuré de la continuité des mêmes, après la fin du projet.

Facteurs/conditions d'ordre humain

(Pour ce qui est des consultants et experts, se reporter aux recommandations établies par les auteurs cités au début de cette section.)

— Le responsable local pour l'exécution du projet doit avoir l'appui nécessaire des autorités pour l'accomplissement de sa mission.

— Le personnel de contrepartie doit avoir le niveau de connaissances exigé, pour pouvoir assimiler les nouvelles connaissances et technologies que le projet pourrait apporter.

— Le personnel de contrepartie doit être assuré, à tous les niveaux, des conditions financières et de travail qui garantiraient, dans la mesure du possible, sa permanence après la fin du projet.

— Le projet doit garantir l'effort de formation nécessaire pour permettre au personnel local l'assimilation des nouvelles connaissances et techniques que le projet pourrait apporter pour assurer le bon fonctionnement et l'expansion éventuelle des services.

— Le projet doit assurer la participation des utilisateurs — individus ou institutions — dans le processus d'évaluation des services.

Facteurs/conditions d'ordre administratif

— Garantie de l'existence des conditions et mécanismes permettant la surveillance et le contrôle de toutes les étapes prévues et l'évaluation des résultats.

— Garantie de l'existence des conditions et mécanismes permettant le contrôle des dépenses et le calcul des coûts opérationnels, ainsi que l'évaluation de l'intérêt et de l'utilité des résultats.

4. CONCLUSION

L'observance des conditions présentées devrait augmenter les chances de succès des projets internationaux. La vérification des conditions réelles de continuité des actions entreprises devrait diminuer le nombre de rapports sans suite et de systèmes qui s'effondrent après l'arrêt de la coopération internationale, avec une économie considérable d'efforts et d'argent.

Dans le modèle proposé, l'organisme donneur et le pays receveur apparaissent comme complémentaires et de l'intégration harmonieuse de leurs efforts et de leurs ressources doivent émerger les nouvelles conditions de développement.

Pour terminer, reprenons ce qui a été dit plus haut : que même si ces conditions peuvent faire diminuer les chances d'échec de la coopération internationale, elles ne peuvent pas, à elles seules, être considérées comme une garantie de succès. Pour cela, il faudrait encore compter avec l'élément décisif qu'est la volonté de réussir de toutes les personnes concernées.

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Priced business information services from the public sector : will they succeed ?

Sheila A.E. WEBBER, *The British Library, Science Reference and Information Service, London, UK*

ABSTRACT

This paper looks at the position of priced information services within publicly funded libraries and information units, with particular emphasis on the United Kingdom. Priced information services are defined as services which involve an information officer or librarian searching in printed, online or other sources to answer a specific enquiry, and requiring a fee for that search (which may or may not cover costs). After examining the current position and trends, the author looks at the growth of private-sector information services and debates their likely impact on the overall availability of information to the public.

1. BACKGROUND : THE GROWTH OF PRICED INFORMATION SERVICES

1.1

The number of priced information offered by libraries in the public sector has increased significantly over the past ten years. Anne Beaubien comments on the United States experience in her preface to *Conference on Fee-based services : issues and answers*[1] "At the first FISCAL (Fee-based Information Service Centres in Academic Libraries) meeting in January 1983 approximately five people in the room actually had a fee based service, and the rest were thinking about it. In 1987 about half of the 60 people attending FISCAL had some type of fee-based service."

1.2

In the UK there has been a similar growth. During the first few months of 1989 new jobs for business information librarians (mostly starting up completely new services) were advertised by at least four public library authorities. At the same time Sheffield City Library and Aston University launched new priced business information services aimed at their Science Parks (with funding from the British Library Research and Development Department), and Leicester Polytechnic also launched a

priced service. The increasing number of seminars and courses on the topic of priced information services have all been well attended by public-sector information officers who have already launched services, or intend to develop them.

1.3

There have been several surveys of charged information services and numerous studies of individual services or groups of services (*e.g.* Refs 2, 3, 4, 5, 6, 7, 8). The surveys have generally looked at a particular type of service (*e.g.* online) or a particular group within the public sector (*e.g.* university libraries). Relevant data is also being collected in the UK for the Library and Information Plans, but these are by definition restricted to a particular geographical area. Unfortunately most of the surveys that have been carried out have been one-off surveys, so that they are not reliable sources for establishing trends.

1.4

One exception was the survey carried out by Ian Mowat and Sheila Cannell in 1981 (Ref. 9) and followed up in 1983 (Ref. 9a). They questioned UK University libraries about their charging policy for online services, and the response rate was high in each case (96 % and 86 %). Over the two year period the percentage of libraries offering online services had risen from 75 % to 84 %, there was one fewer library offering a free service and four more offering a charged one.

1.5

One of the more comprehensive studies was *Financing online search services in publicly supported libraries* (Ref 11), conducted by the American Library Association in 1981, which showed that 72 % of the 985 libraries surveyed in the USA charged for online searches. Those libraries which had been running online services for a longer time were more likely to charge a fee.

1.6

In her study *Striking a balance : external services in academic libraries* (Ref 12), Brenda White cites the survey undertaken by Birmingham Polytechnic in 1986. 117 responses were received from University, College and Polytechnic libraries. 62 of these libraries offered services to business or industry : of those 62, 92 % were providing answers to quick enquiries, 58 % answering longer enquiries, 73 % carrying out online searches and 27 % preparing reading lists and bibliographies. In a 1988 COPOL survey of UK Polytechnic libraries (Ref 10) 53 % sold library membership to external readers, with the majority of libraries requiring extra payments both for online searches and for preparation of bibliographies.

1.7

It would be useful if regular surveys were carried out to monitor the provision of services and establish trends. The author intends to carry out a brief survey to assess how long UK public sector libraries have been offering priced services, and may be able to present results at the IFLA conference in August.

2. THE CONTEXT FOR PRICED SERVICES IN THE UK

2.1

The "free or fee" debate has been carried out in many parts of the world and is well documented in the literature (*see*, for example Refs 13, 14, 15, 16, 17, 18, 18a which put forward various arguments for and against charging for information services). It is not the purpose of this paper to review the course of this debate comprehensively, but it may be useful to attempt a summary of the current position in the UK.

2.2

Online services were often viewed separately from other types information service (from the point of view of charging) in the 1970s and early 1980s. Many libraries in the public sector — particularly academic libraries — started charging for online services almost as soon as they started offering them. The reasons for making users pay for online services when they do not have to pay for browsing through printed material have been set out (and challenged) at meetings and in the library press. A recent article in *Online* (Ref 19) summarises some of them : online costs are more visible, they are usage-sensitive (*i.e.* variable), when "online" started there was no obvious existing budget to tap for the money for online costs, the costs can be tied to a particular individual user (etc).

2.3

Increasingly, librarians and information scientists are thinking of online information as just one of many forms of information, and more attention is being paid to the level and type of service being provided (rather than the medium being used to provide it). The resolution approved by IFLA Council in 1987 recommended that :

"a) it re-affirm the concept of a public library service freely available for the borrowing and consultation of library materials, including the provision of assistance and advice by professional librarians ;"

"b) charges for computerized information retrieval should only be passed on to the user when added value services are provided at the express wish of the client"

(Ref 20)

This phrase "added value services" is being used increasingly in the public sector to distinguish services which could be charged for.

2.4

Guidelines for "levels of service" in public sector libraries are proposed in Margery Hyde's British Library Research and Development Department Report (Ref 21), and the British Library itself is also adopting a "levels of service" approach. The British Library's services have all been assigned one of the following categories : "Wholly supported by the Grant-In-Aid" (*i.e.* the funding from the UK Office of Arts and Libraries) ; "Partially supported by the Grant-In-Aid", "Achieving full cost recovery (including overheads)" and "Achieving full cost recovery plus profit". Part of the exercise has been to identify clearly the core services which the British Library (as national library) should provide and which should be funded for from the public purse, and distinguish them from value-added services which it is reasonable to ask the user to pay for.

2.5

Value-added services were mentioned as potential sources of revenue in the document which sharpened the fee/free debate in 1988 : *Financing our public library service : four subjects for debate* (HMSO, 1988), a consultative Green Paper by the Office of Arts and Libraries (the Government Department with responsibility for public (not academic) libraries, although it funds only the British Library directly). The paper suggested that more services should be charged for (the current UK law allows only certain library services to be charged for), mentioning possibilities such as premium book subscription services and interloans charges, as well as information services.

2.6

Many individuals and organisations submitted written responses to the paper to the Office of Arts and Libraries, and debated the question in the pages of journals such as the *Library Association Record* or at meetings. The proceedings of the seminar on *The impact of charges on the public library service* (Ref 22) provides a good sample of the strong opinions held by those opposing charges for library services, and those who felt that some charging was acceptable.

2.7

The contents of the relevant (Local Government) Bill which is being debated by the UK Houses of Parliament at the moment appears to take account of the most serious objections put forward by librarians and information scientists (in that it does not *oblige* authorities to charge). Some librarians are still strongly opposed to charging for information services. All are committed to the idea of a basic free library service : but it seems that 1988/9 has been the year in which more and more libraries decided to offer a priced service of some kind, and stopped being critical of those who had already set up priced services. Libraries which had formerly only offered online services for a fee are considering charging for longer manual searches as well.

2.8

Some might still argue that if a service is worth providing, then a library ought to be able to justify and find the money for it, but in most cases the reality of continuous cuts in funding has meant that libraries who want to offer new and developing services have to find new ways of raising money.

3. HOW "SUCCESSFUL" ARE THE SERVICES ?

3.1
One of the most-quoted reasons for setting up a priced information service in a public-sector library is "earning money" : contributing towards the cost of basic free services, or at least covering their own costs. However, it is unlikely that the majority of information services being offered are recovering all their costs, if one includes staff time spent carrying out, planning and training for and marketing the service, other direct costs (online or other information costs, promotion, producing bills, equipment) and overheads (such as superannuation, accommodation, cost of central support services etc). There do not seem to be any public-sector information services in the UK which are making a profit out of information services, in these terms (although some may be if related services — such as publications, bulletins or seminars produced by the same set of staff — are included).

3.2
People may initially have an unrealistic view of the financial returns that they can expect from an information service, particularly one aimed at the business community. It is easy to make insufficient allowance for administration costs, marketing costs, staff training, and for the time it takes to build up a client base. Even once the service is established, by its very nature it will tend to be staff-intensive (probably limiting its profitability).

3.3
Not all services may be aiming to recover full costs in this sense. In their 1983 survey Mowat and Cannell asked university librarians about the percentage of costs recovered from users for computer searches. ("Costs" were defined as being database/host costs and telecommunications costs only). Out of 48 libraries, 10 recovered no costs (*i.e.* performed searches free of charge), 18 recovered between 1 and 50 % of costs, 14 recovered 51-99 % of costs, and 6 recovered 100 % or more (*i.e.* presumably made a charge towards staff time, equipment costs and overheads). Talking to those who are running information services in 1989 (and examining price lists, some of which quote charges which cannot conceivably cover full costs unless the staff are working for free !), it would seem that aims and expectations for cost recovery vary, and that there are widely differing interpretations of the term "cost recovery" itself.

3.4
Again, systematic surveys on the objectives for priced information services, and the extent to which it is expected that costs will be recovered would be useful.

3.5
Apart from cost recovery, the criteria that people are using to evaluate the success of the service include :

3.5.1 Exploiting the information resource more effectively for key user groups. Librarians offering information services all over the UK have success stories of clients they have helped, and who appreciate the service. This is helping to make best use of the investment the library has made in its stock and its staff. For some libraries the alternative to offering the service at a fee is to stop providing a detailed enquiry service (whether it involves manual or online searching) because there is no longer any money to pay staff to do so.

3.5.2 Making the library more visible in the community. The well established information services, such as Hatfield's Information for Industry or the University of Warwick's Business Information Service have built up a good reputation, a high profile within their business community, and a range of business information products and services. The library is no longer thought of as just a passive store of leisure reading. Users and paymasters may value the whole library service more highly.

3.5.3 Complementing the services offered by other parts of the organisation. This applies mainly to academic libraries, which can offer services which complement and support the other consultancy/research services offered by their university, polytechnic etc.

3.5.4 Making further use of the skills developed for (and funded by) the priced service. Information staff are developing marketing and business planning skills (as can be seen by examining the leaflets that libraries are producing and the way in which they present themselves) : these can be put at the service of free as well as priced services. Knowledge about a wider range of online and hardcopy sources can be applied to the basic free service and help in staff training.

4. PRIVATE-SECTOR INFORMATION SERVICES : FACTORS FOR SUCCESS

4.1
Along with the growth in priced information services within public sector libraries, the last decade has seen the growth of "information broking" as a profession. (Note 1) At the same time, the word "information" had acquired a higher profile. (Ref. 25).

4.2
One of the stimuli for this in the UK was the ITAP report *Making a business of Information* (Ref 26) but there are many other factors, such as the growth of the importance of Management Information Systems and computer-based services to aid sales and marketing, and the increased prominence of electronically transmitted information — particularly information on financial markets and other business transactions. Even those in the library and information field now take the phrases "information industry" and "online industry" to apply to areas outside the traditional library/information science industry.

4.3
However, although more information and library professionals, and more libraries, have decided to "make a business of information", they are not, on the whole, (as outlined in section 3 above) the ones making profits out of it. The profitmakers are companies like Reuters, Citibank, the Financial Times and SVP : large companies which are accustomed to supplying information or advice of other kinds have moved across to provide an increasing range of information services.

4.4
Reuters, with its multimillion pound profits and 172,000 terminals placed in countries throughout the world has expanded and diversified to become one of the top providers of instantaneously updated (real-time) financial information. In addition it has acquired and developed a wider range of "historical" information services that it can sell to its huge client base (*e.g.* the Textline news service — in this context "historical means more than a few hours old !") *Citibank*, like Reuters, has centres in many countries around the world, and this company has also started to market more widely an online service (Global report) which brings together news, financial data and other country-specific information.

4.5
The *Financial Times* group (part of the powerful Pearson conglomerate), as well as publishing the FT itself, produces trade newsletters and market reports, runs a Business Research Centre and owns the online service PROFILE, on which the fulltext of all major UK newspapers is available. The profitable business research service *SVP* started in the 1940's, and now has branches or affiliated companies in at least 20 countries.

4.6
Maranjian and Boss (Ref 27) attribute *SVP*'s success to "effective leadership, a highly trained staff, extensive internal resources, aggressive marketing, substantial capital outlays, careful pricing strategy, and international resources". One could add to the list "a captive client base to sell new services to", "credibility in the business area", "specific products tailored to a specific market" and "responsiveness to new areas of opportunity".

4.7
Good international contacts also seem to be a characteristic of the large successful "information service" companies discussed above : they can gather information locally to feed into a central system. As the demand for European information increases, the companies can extend the products delivered to each country — providing more information on European markets or currency, for example.

4.8
In the current "1992" information boom, the major accountancy firms are, in particular, capitalizing on their international networks (some have offices in 100 countries and thousands of employees worldwide), strong financial base, and existing

client base. These firms (such as Arthur Young, Coopers and Lybrand, Touche Ross or Deloitte Haskins and Sells) have been steadily increasing the range of professional services they provide. All the larger firms now provide management consultancy, which may account for almost half their business. They are advising firms on corporate strategy, management structures, Management Information Systems (MIS), marketing strategy, personnel recruitment or even "an economic recovery programme for the West Midlands (of the UK)" (Ref 28). Some firms are developing a legal arm to provide a complete professional package.

4.9

The completion of the Single European Market in 1992 (hereafter referred to as "1992") is obviously of significance to these firms, in that regulations on tax, company law etc. will be changing. They have also spotted an opportunity to provide yet more professional services to their existing clients. It would seem that the clients are genuinely demanding services of this kind, evidently unaware of some of the other sources (European Documentation Centres, or Euro Info Centres) that they could use. The accountancy firms have several advantages as far as the clients are concerned : the client will perceive them as being authoritative, businesslike and knowledgeable, and will be used to going to them for advice.

4.10

For the accountancy firm the advantages are that the client is used to paying for advice, and that in a large firm the same advice can be used several times for different clients. Contacts in different parts of the world, and with different specialisms, can be used to collect relevant information. Although communication is not perfect in any large organisation, multinational companies have an advantage when compared with almost any international library network in terms of speed and certainty of response.

4.11

Spicer and Oppenheim, Deloitte Haskins and Sells, and Price Waterhouse are examples of firms which are providing "1992" services. *Spicer and Oppenheim* have the most developed service : the first Spicers Centre for Europe was set up in Leeds, UK, in 1987 with 6 staff (now increasing) and, presumably, considerable financial investment. They are quoted as stating that they are not competing with Euro Info Centres : (*Business Information Review*, January 1989, pp 51) however, the information they provide is substantially the same. Spicers have built up an inhouse database including legislation, directions, proposals ; clients can be alerted (by fax if they want) when something relevant enters the database. The Spicers Centre provides advisory services, alerts companies to potential funding sources, and provides them with contacts in other European countries. They run a "Euro-line" Hotline Enquiry Service, putting clients into contact with one of their EC information specialists. The Centre is perceived by Spicers as being successful : they plan to open one in each Community country, as well as Key centres such as New York.

4.12

Price Waterhouse have a European Communities Services team based in Brussels, who liaise with colleagues in other countries to provide information on relevant legislation, industry-specific impact studies, liaison with EC institutions or even lobbying services. The EC Services team produce a journal, *EC Bulletin*, with short case studies and EEC news. In the UK they have a "1992 Help Desk", have set up a database and circulate a newsletter on 1992 (*Communique*) to clients, and an inhouse bulletin.

4.13

Deloitte Haskins and Sells also have a database (*EC 1992*), accessible on the hosts PROFILE and Infotrade, consisting of reports covering EC regulations, procedures and policies. The firm offers the same sort of consultancy services as Price Waterhouse or Spicers & Oppenheim.

4.14

On the one hand, the growth of private-sector information services can be welcomed. They are providing people with information that they want. They may be providing evaluative and advisory services are inappropriate for a library or information unit. They are raising the "profile" of information, so that people become more aware of its value and availability. They are helping people to run businesses, make deals and make profits.

4.15

However, there seem to be dangers along with the benefits, amongst which are that :

4.15.1 For-profit services are unlikely to tell their clients about free services which overlap with their own priced ones, unless they can see some ultimate financial benefit to themselves : they do not have a duty to serve the public good. A student who phones a private sector business information service to ask for information about a company, as preparation for a job interview will be quoted a "commercial" fee for the information package. A public sector response would be to tell the student about the resources available free at many public libraries — mentioning the charged-for information that they could supply as well, if appropriate.

4.15.2 Some people who are unfamiliar with the information world have the idea that there must be one international "information network" and that all they need do is find a node and then plug into it. It may be in the interests of a for-profit company to let the user think he has this node, even when the company is not best able to get hold of the information required. Information scientists and librarians will try and make the user aware of the range of sources that are available (providing expert advice about which one to choose if necessary).

4.15.3 If private sector companies comandeer the top end of the market for information services, it may become more difficult for public-sector libraries to operate cost-effectively. Whilst sponsorship from the private sector can be found (as it is for some Euro Info Centres) it tends to be on a smaller scale than might be possible in the private sector.

5. PRIVATE-SECTOR SUCCESS FACTORS APPLIED TO PUBLIC-SECTOR LIBRARIES

5.1

There is more to learn from than to fear in these examples. Public sector libraries should be able to build on at least some of the private-sector success factors.

5.2.

5.2.1 Choosing specific products and targetting them at specific markets. Whereas a private company can choose to diversify its services, or concentrate on a very specific market (*e.g.* finance houses), a public sector one will wish to offer its services to a wide range of users — not just the ones with most money. Serving the whole user community well is an objective that no library could or would put aside. This certainly is one factor which will limit the overall "profitability" of a library's services.

5.2.2 However, a library may be able to identify some value added services that are unashamedly aimed at those who are better able to pay. The library will need to invest time and money in identifying a service that is genuinely wanted and in presenting it in a professional way. The Library must count costs fully and ensure that they are really recoverable from the clients. If a service is primarily aiming to make a real profit, and is consistently failing, then it makes sense to stop running it (though any business will need a start up period, which should be costed into the business plan).

5.3 Highly trained staff and extensive internal resources.

Libraries and information units have both of these ! It has been said many times that information professionals should not undervalue their knowledge and skills, or the huge wealth of information within the public sector library system. At the same time there is no point in being over ambitious and assuming that staff will also be able to become experts in the international money market, or become familiar with the jargon and structure of all industry sectors. Success is more likely if services exploit existing strengths, and additional knowledge and skills are bought in (with the cost passed on to the user).

5.4.

5.4.1 Substantial capital outlay/investment, swift response to new trends. These are areas in which libraries do not seem to do very well. New businesses need investment at the start. Not all business ventures succeed — to get success to have to be willing to take risks, and sometimes write off a failure. Many

libraries (for example, the British Library) are forbidden to borrow money. In all libraries, money has to be justified and fought for. The "pilot project" approach advocated in Tom Peters' latest book (Ref 29), may help to prove that an idea has potential, and gain more substantial funding. A well researched business plan (with lots of statistics) may impress a library committee. There may be pump-priming funds elsewhere in the organisation that can be tapped. Joint ventures with private sector firms who can provide extra money or expertise can be a solution — but evidence suggests that these partnerships can end up being expensive if the time which library staff spend on the project (including all the time spent liasing with the partner) is taken into account. The "effective leadership" that made SVP into a multinational is needed just as much in the public sector, where projects must be pushed forward assertively if they are not to miss a good market opportunity.

5.4.2 Flexibility can sometimes be achieved by partitioning off the service, setting financial targets (and, for example, setting how much the library is willing to contribute to costs), but giving the staff control over how they achieve the targets. This approach can include employing short-term staff or consultants, setting them targets for achievement.

5.4.3 It is also worth saying that if sufficient funds are not going to be available to start a business properly — then it is perhaps better not to start at all. However much potential a service has, it is unlikely to realise that potential under those conditions, and the only result may be frustrated customers — and staff.

5.5.

5.5.1 Captive client base and credibility in the business area. Libraries have a captive client base — but (unlike the accountant's client base) not one which is generally used to paying for services in the library, or has respect for the library as a "business" organisation. In her study *Library and Information services to business and Industry*, (British Library, 1988) Margery Hyde found that business people were sceptical about a library's ability to meet their dealines and had low awareness, and low expectations, of a library's ability to meet their needs. In addition students, academic researchers, pensioners and other important public-sector client groups may not have the money to pay for services.

5.5.2 Lessons can be learnt from libraries which are already running successful charged information services — many of them concern communication. They include :
— investing money in promotional leaflets and newsletters which give a positive image. Maintaining up to date mailing lists, and making sure people hear about new developments.
— building on any existing links with the business community (*e.g.* businessmen are on the library's board, day-release students at an academic library who are ready made contacts with their place of work)
— making the most of "free" publicity — *e.g.* the library itself (in-side and outside !), local newspapers and local chambers of commerce. People who use the library for leisure purposes may be converted into business users.

5.6.

5.6.1 International resources. International resources are something that many libraries should, in theory, have access to. IFLA is one of many international information organisations. However, whilst it is sometimes possible to obtain a *document* from a library not in your own country, it is generally difficult to exploit the store of *information* held within a library (or a librarian's memory !) in another country. There are, of course, many initiatives underway to improve the flow and exchange of information internationally. As an ordinary information scientist or librarian, however, it often seems that these initiatives are all rather remote, and are not making the search for information about, or from, another country any easier.

5.6.2 Practical links between the already existing (such as the European Documentation Centres, European Business Libraries, Euro Info Centres, the European National Libraries) might be possible. The initiatives that these networks have already launched (such as the Business School collaboration over publications on company information as well as their own holdings) should be better publicised so that ordinary library and information people can profit from them. National user groups (such as the Online User Groups) could play their part in stimulating more practical ventures, and publicising them to members.

5.6.3 Such initiatives are probably most likely to succeed if there is recompense of some kind for services provided (since this makes people unashamed about asking, as well as happy to give, even in times of financial constraint).

5.6.4 Initiatives could include :
— skills databases, backed up by a system that enabled (for example) a UK librarian to consult a Spanish librarian about the best Spanish company databases to use (possibly at a suitable fee).
— information packs or promotional brochures which alert people to the spectrum of services available through different kinds of library or information units.
— identification of key areas where libraries could support one another in order to provide a broader range of services (in the same way that different branches of a company would supply information on their specialism).
— identifying ways in which people from different European countries could be brought together to share experience and build contacts (in person or electronically !). Within Europe, it is certainly increasingly important that not just the "chiefs" but also the ordinary staff learn more about their counterparts in other countries.

CONCLUSION

The amount of information, knowledge and experience which makes up the public sector library and information resource is already of fundamental importance to the businesses of the world. The public sector cannot compete with the private sector in terms of flexibility, investment or their ability to choose their markets. However, more should be possible if public sector libraries can turn their opportunities into strengths, learn to move more swiftly and flexibly to meet customer need, and capitalise on the national and international networks that could make them a match for multinational companies.

Notes

01. One can compare the 25 consultants in *Information market place* (Ref 23) with the 250 listed in one of the current directories (Ref 24) : though neither list is exhaustive, they give an idea of orders of magnitude.

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54-OPENING-1-G

Eröffnungsansprache zur IFLA Generalkonferenz : Paris 1989

Hans-Peter GEH, *President von IFLA*

Zur 55. Generalversammlung der IFLA heisse ich Sie alle, liebe Kolleginnen und Kollegen, die Sie aus allen Himmelsrichtungen in die französische Metropole gekommen sind, sehr herzlich willkommen. Ich freue mich sehr über Ihr zahlreiches Erscheinen und wünsche Ihnen eine interessante und ertragreiche Konferenz, die vom Geist der Freundschaft und des gegenseitigen Verstehens getragen sein möge.

Wir haben uns in diesem Jahr in Paris versammelt, einem Zentrum von Kunst, Kultur und Wissenschaft seit dem Mittelalter, der Kulturhauptstadt Europas 1989 und dem Ort, wo die Französische Revolution vor 200 Jahren ihren Ausgang nahm.

Paris ist aber auch eine bedeutende Buchstadt, in der einige Strassen gleichsam auf Literatur gebaut zu sein scheinen. Sie ist der Sitz der überwiegenden Zahl der französischen Verlage und Bücher sind allgegenwärtig, nicht nur im Quartier Latin oder bei den Bouquinistes entlang der Seine sowie in den Buchläden überall in der Stadt, sondern auch in den vielen bedeutenden Bibliotheken mit ihren so reichen Buchbeständen und weltberühmten Schätzen.

Zu Paris gehört aber auch der 100 Jahre alte Eiffelturm, dessen Aussicht eine literarische Kulisse, musikalisches Dekor, malerische Imagination und filmische Sequenz in einzigartiger Weise bietet. Und darüber hinaus ist dieses damalige Weltwunder auch eine Metapher für Fortschritt, Optimismus und Zukunftshoffnung.

Änderung der Verhältnisse und Zukunftshoffnung für die grosse Mehrheit des Volkes waren aber auch das auslösende Moment und der Leitgedanke der Französischen Revolution, die am 14. Juli 1789 mit dem Sturm auf die Bastille begann. Diese Revolution ist ohne Frage das einschneidendste und folgenreichste Ereignis der neueren europäischen, ja eines der aufregendsten der Weltgeschichte. Sie war reich an Erfolgen, aber leider auch an Gewalttaten. Ist es jedoch nicht so, dass jede grosse Idee, sobald sie in Erscheinung tritt, auch tyrannisch wirkt ?

Ich will nun nicht auf die vielfältigen Interpretationen der Französischen Revolution, die insbesondere zum Jubiläumsjahr publiziert worden sind, näher eingehen und ebenso nicht auf die Streitfrage, ob die Französische Revolution als *die* Geburtsstunde der Menschenrechte oder aber auch als Datum für spätere Formen des Totalitarismus zu begreifen sei. Dies will ich schon deshalb nicht tun, weil in der Geschichtswissenschaft heutzutage Nüchternheit und Scharfblick für die Verquickung der Kausalitäten überwiegen, so dass zentrale Fragen der Revolutionsgeschichte nicht mehr eindeutig beantwortet werden können. Darüber hinaus ist die Französische Revolution, wie einige zeitgenössische Historiker herausgestellt haben, immer auch ein Politikum, immer auch ein Muster für eine weltanschaulich-ideologisch geprägte Geschichtsschreibung. Fest steht jedoch, dass die vorbereitenden und folgenden theoretischen Schriften im Zusammenhang der Französischen Revolution die historische Kraft entfaltet haben, die zum demokratischen Bewusstsein und zur allgemeinen Erziehung und Bildung entscheidend beigetragen haben. Daher wird mit Recht die Besinnung auf die Wurzel der gemeinsamen politischen Kultur zumindest hier in Europa in diesem Jahr gefeiert.

Welches sind nun aber die grossen und zukunftsweisenden Ideen und Werte, die im Zusammenhang der Französischen Revolution geboren wurden, bzw. sich manifestiert haben und die auch für IFLA gerade heute von Bedeutung sein können ? Nun wir kennen sie alle : Freiheit, Gleichheit, Brüderlichkeit. Lassen Sie mich ein wenig darüber nachdenken, was diese Werte für unsere gegenwärtige und zukünftige Arbeit zu bedeuten vermögen.

Freiheit

Jean-Jacques Rousseau formulierte 1762 in seinem *Contrat social* : "Der Mensch ist frei und wäre er in Ketten geboren." 27 Jahre später war Rousseaus überzeugung einer der Kernpunkte der Menschen- und Bürgerrechte, die am 26. August 1789 verkündet wurden.

Neben der äusseren Freiheit ist in unserem Zusammenhang von besonderer Wichtigkeit die geistige Freiheit, die sich in der Freiheit der Gedanken, des Wortes und der Schrift manifestiert. Denn die äussere Freiheit der vielen, so wurde einmal formuliert, lebt aus der inneren Freiheit des einzelnen.

Intellektuelle Freiheit kommt vor allem in Büchern, die in aller Welt erscheinen, zum Tragen. Das Buch ist und bleibt der Ausdruck menschlicher Gedanken, es ist wichtig, ja unersetzlich für die Rezeption von Ideen und ist eine nicht zu ersetzende Schule der Urteilskraft.

Hinzu kommt, dass Weltliteratur den freien Verkehr von Ideen und Gefühlen darstellt, was zu einem wachsenden kulturellen Austausch führt und zu einem einigenden Prozess, der das Leben bereichert. Hierbei spielen die Bibliotheken als Vermittler und Kulturträger in aller Welt eine ganz besondere Rolle.

Daher gilt es, dem Medium Buch im Bibliothekswesen auch künftig den herausragenden Stellenwert einzuräumen, wie ich dies ausführlich in meiner Eröffnungsansprache in Sydney im letzten Jahr darzulegen versucht habe.

"Freiheit", so hat es Montesquieu einmal formuliert, "ist das Recht alles zu tun, was die Gesetze erlauben". Dies bedeutet nicht nur Freiheit wovon, sondern auch Freiheit wozu, wie es mein Philosophieprofessor zu interpretieren pflegte.

Es war in diesem Zusammenhang schon immer IFLA's Politik gewesen, für einen freien und ungehinderten Informationsfluss einzutreten. Darüber hinaus setzt sich IFLA stets für die freie Entfaltung des Bibliothekswesens in den einzelnen Ländern ein und engagiert sich mit aller Kraft für den notwendigen Ausbau des internationalen Bibliothekswesens im Geist der Völkerverständigung.

In diesem Bemühen ist für IFLA aber auch angesichts der Verflechtung im Gesamtbereich des Informationswesens die enge Zusammenarbeit mit allen darin tätigen internationalen

Verbänden und Organisationen von grosser Bedeutung. Ich denke hier vor allem an die Kooperation mit FID, ICA und selbstverständlich mit der Unesco — Organisationen, mit denen wir uns seit Jahrzehnten eng verbunden fühlen.

Und letztlich bedeutet Freiheit in unserem Zusammenhang aber auch die Bereitschaft, im Rahmen unserer Tätigkeiten und Entscheidungen Verantwortung zu übernehmen. Denn, so schrieb einmal George Bernard Shaw zu Recht, "freedom means responsibility" und er fährt fort: "and this is the reason why most of us are afraid of freedom".

Gleichheit

Gleichheit bedeutet zunächst einmal Gleichheit vor dem Gesetz. Übertragen auf unseren Weltverband stellt sich freilich sogleich die Frage, wie es mit der Gleichheit im Hinblick auf die Chancen unserer Mitglieder steht. Zwar haben alle Mitglieder die gleichen Rechte und Pflichten, aber haben sie auch die gleichen Möglichkeiten, sich an der IFLA-Arbeit zu beteiligen? Immer wieder hören wir in diesem Zusammenhang von Kolleginnen und Kollegen vor allem aus den Ländern der Dritten Welt, dass finanzielle Gründe sie daran hindern, an unseren Generalkonferenzen, Seminaren, den Sitzungen der Standing Committees etc. teilzunehmen. Es muss daher unser Bestreben sein, die finanziellen Barrieren durch wirkungsvolle Massnahmen abzubauen. Deshalb lassen Sie uns ausser einer Interessengemeinschaft auch zu einer Solidargemeinschaft werden, um in künftigen Jahren jedem die gleichen Chancen in unserer Weltorganisation einräumen zu können.

Ebenso wenig Chancengleichheit besteht für zahlreiche Kolleginnen und Kollegen, denen es an Ausbildungsmöglichkeiten in ihren Ländern mangelt, oder an Weiterbildungseinrichtungen, um eine höhere Qualifikation zu erlangen. Lassen wir es auch hier nicht an entsprechenden Hilfsmassnahmen fehlen.

Und wie steht es mit gleichen Chancen im Hinblick auf die Benutzung der Bibliotheken? Immer wieder werden wir in diesem Zusammenhang mit den grossen Problemen des Analphabetismus konfrontiert, die sowohl in den Ländern der Dritten Welt, aber auch in zunehmendem Masse in den Industrieländern anzutreffen sind. Wie ich schon mehrfach bei anderen Gelegenheiten betonthabe, muss es daher auch unser besonderes Anliegen sein, mit wirkungsvollen Massnahmen dagegen anzukämpfen. Ich hoffe sehr, dass die Vorkonferenz zu diesem Thema, das in der vergangenen Woche in der Nähe von Paris stattgefunden hat, uns hier geeignete Mittel und Wege aufzuzeigen vermag. In diesem Zusammenhang werden wir von IFLA aus auch das von der Unesco für 1990 proklamierte International Literacy Year mit allem Nachdruck unterstützen. Denn die Bekämpfung des Analphabetismus ist umso dringender als sich nur derjenige, der lesen und schreiben kann, nicht in eine erniedrigende Unmündigkeit und Abhängigkeit begeben muss.

Darüber hinaus geht es um gleiche Chancen für kulturelle und linguistische Minderheiten in vielen unserer Länder, ein Anliegen, dem sich die Arbeit unserer Sektion Bibliotheksdienste für multikulturelle Bevölkerungsgruppen besonders widmet.

Lassen Sie mich in diesem Zusammenhang aber auch mit grossem Nachdruck die Probleme und Interessen derjenigen ansprechen, die durch körperliche Behinderung nicht in der üblichen Weise unsere Bibliotheken benutzen können. Diese benachteiligten Menschen bedürfen in ganz besonderer Weise unserer Beachtung und Unterstützung.

Und Schliesslich ist ganz allgemein die Förderung des Lesens im Zeitalter der Informationsgesellschaft notwendiger denn je zuvor. Deshalb müssen wir zusammen mit der Unesco und anderen relevanten Organisationen unsere vollen Kräfte dafür einsetzen. Denn das Lesen mit seinen oft beschriebenen Vorzügen und positiven Wirkungen auf die Persönlichkeitsentwicklung wird auch in der Zukunft die unverzichtbare Kulturtechnik bleiben, die es über Jahrhunderte unangefochten gewesen ist. Lesen bleibt aber auch der Schlüssel zum intelligenten und kritischen Umgang mit anderen Medien — vor allem den Massenmedien —, die im Begriff sind, das Buch auf die Verliererstrasse zu setzen.

Leseförderung bedeutet darüber hinaus Denkförderung. Dies ist um so wichtiger, als die Gesellschaft der Zukunft ohne kritisches Denken nicht möglich sein wird.

Gleichheit, bzw. Gleichheit der Chancen bedeutet aber auch, dass die Bibliotheken in allen Ländern als Informations- und kulturelle Zentren von jedermann, der es wünscht, benutzt werden können. Und dies zu Konditionen, die sich ein jeder leisten kann. Daher sollten finanzielle Hürden dort, wo sie bestehen, abgebaut werden, gemäss dem einstimmigen Beschluss unserer Mitgliederversammlung von 1987 in Brighton. Freilich gilt es dabei auch die neuen Medien und die Benutzung moderner Technologien in die finanziellen Überlegungen miteinzubeziehen. Denn Information zu erlangen, darf nicht durch prohibitive Kosten verhindert werden.

Lassen Sie mich in diesem Zusammenhang auch noch ein Wort zu unserem Generalthema "Les bibliothèques et l'information dans l'économie: hier, aujourd'hui et demain" sagen. Die Information, gespeichert im Buch oder anderen Medien hat sowohl eine intellektuelle als auch eine ökonomische Komponente. Und dies gilt in gleichem Masse für die Vermittler der Information, die Bibliotheken.

Heute sind darüber hinaus Bibliotheken nicht nur Schatzbehälter vergangener Zeiten und Vermittler wissenschaftlicher Erkenntnisse sowie kultureller Werte, sondern sie nehmen auch in immer stärkerem Masse am Informationsprozess selbst teil. Dabei wird das Rohmaterial Information in einer Weise bearbeitet und aufbereitet, dass es vom Endnutzer in der effektivsten Weise genutzt werden kann. Dies setzt jedoch voraus, dass die Bibliotheken sich laufend den sich ändernden Gegebenheiten und Erfordernissen anpassen und dass sie hierbei die notwendige Unterstützung ihrer Unterhaltsträger erhalten. Darüber hinaus müssen die Bibliothekare aber auch über die notwendigen Kenntnisse und Fähigkeiten verfügen, um z. B. bei der elektronischen Informationsbeschaffung und -verarbeitung die gleichen Chancen zu haben wie etwa kommerzielle Unternehmen in diesem Bereich.

Ich glaube feststellen zu können, dass diese ökonomische Komponente der Bibliotheken von der Öffentlichkeit und den Regierungen in zunehmendem Masse trotz immer noch fehlender Forschungsergebnisse über den realen Wert der Information und des Informationsbearbeiters anerkannt wird.

Brüderlichkeit

Wenn man in IFLA Angelegenheiten Jahr für Jahr in vielen Teilen der Welt unterwegs ist, spürt man in wohltuender Weise die Kollegialität und Freundschaft unter unseren Mitgliedern. Überall trifft man auf die gleichen beruflichen Interessen und überall ist es das vornehmste Ziel der Bibliothekare, in der bestmöglichen Weise ihren vielfältigen Aufgaben nachzukommen, wobei freilich die Voraussetzungen dafür von Ort zu Ort verschieden sind.

Was wir Bibliothekare zu erreichen suchen, ist durch unser Wirken dazu beizutragen, dass die Chancen im Informationsbereich für jedermann möglichst gleich sein sollen, und dass daraus folgend ein friedlicher Wettstreit innerhalb eines jeden Landes und zwischen den Völkern stattfinden kann.

Brüderlichkeit ist in unserem Zusammenhang zu verstehen als eine verantwortliche, nicht selbstbezogene Freiheit, in der Spannungen zwischen Gesellschaft und Individuum und zwischen den Völkern möglichst aufgehoben sein sollen. Humanität, ein wesentlicher Faktor der Brüderlichkeit, soll daher eine wegweisende Kraft der Gegenwart und Zukunft sein als Zweck der Menschheitsgeschichte. Und dabei können uns gute Bücher als "gedruckte Humanität" geeignete Helfer sein.

Zur Humanität gehört aber auch vornehmlich die Einhaltung der Menschenrechte. Diese sind im Laufe der letzten zwei Jahrhunderte in vielerlei Weise immer wieder postuliert worden. Und dennoch hat man sich immer wieder genötigt gesehen, auf die Gefährdung bzw. Verletzung der Menschenrechte aufmerksam zu machen.

Für die zwischenmenschlichen Beziehungen und das Verhältnis der Völker zueinander wird aber auch immer wieder an die Vernunft appelliert. Aber hat sie trotz zahlreicher visionärer Programme und utopischer Entwürfe eine entscheidende Wende herbeizuführen vermocht? Ist es nicht so, wie Manès Sperber einmal formuliert hat: "Unsere Vernunft ist wie das Licht in den Bildern Rembrandts, es scheint in die Finsternis, aber verjagt sie nicht, sondern begrenzt sie nur".

Daher muss Brüderlichkeit hinzutreten, die sich ein einzelner leisten kann, und zwar heute ebenso wie in vergangenen Zeiten. Von grosser Wichtigkeit ist in diesem Zusammenhang die Toleranz. Sie hat der grosse belgische Staatsmann Paul Henri Spaak beim zweiten Weltkongress über Brüderlichkeit in Brüssel 1955 als die schönste und edelste der Tugenden bezeichnet und er führt dann weiter aus: "Rien n'est possible sans cette disposition de l'âme. Elle est une question préalable à tout contact humain. La tolérance ne fait renoncer à aucune idée et ne fait pactiser avec le mal. Elle implique simplement

qu'on accepte que d'autres ne pensent pas comme vous sans les haïr pour cela".

Und wie steht es mit der Literatur in diesem Zusammenhang ? Sie kann in der Tat oftmals nur wenig auszurichten, denn Literatur ist nicht in der Lage Politik zu ersetzen. Hinzu kommt, dass heutzutage nur noch selten grosse politische Wirkungen vom geschriebenen Wort ausgehen, eher von technischen Bedingungen und vermuteten Wirkungen der Massenmedien. Aber Literatur vermag dennoch über das Bewusstsein zu wirken und somit Massstäbe zu setzen. Zudem ist Literatur auch das grosse Gedächtnis der Menschheit, das Bibliotheken von Generation zu Generation weitertragen und somit auch das humane Gedankengut.

Und schliesslich gehört zur Brüderlichkeit auch die Wahrung des Friedens. Bücher können ihn zwar nicht erzwingen, aber sie können ständige Mahner für seine Einhaltung sein. Siegfried Lenz, der letztjährige Preisträger des Friedenspreises des Deutschen Buchhandels hat in diesem Zusammenhang die Rolle der Literatur folgendermassen beschrieben : "Ist Literatur unfriedlich ? Sie ist es, sie musste es wohl immer sein, da die vorgefundene Wirklichkeit ihr nichts anderes übrigliess. Ihr unfriedlicher Charakter, das ist klar, besteht darin, dass sie die gewaltsam herbeigeführte Ruhe stört, dass sie sich nicht abfindet mit verfügtem Schweigen, dass sie für die spricht, die man stimmlos gemacht hat. Unfriedlich um einem besseren, einem nicht vorgetäuschten Frieden zu dienen, hat Literatur uns auch daran erinnert, dass Vergangenheit nicht aufhört und dass diese, die uns Wesen und Rolle des Menschen zugleich zeigt, uns in der Gegenwart überprüft. Es hat den Anschein, dass ohne diese Art von Unfriedlichkeit nicht der Friede erreicht werden kann, den zu wünschen wir nicht müde werden."

Lassen Sie mich zum Schluss kommen.

Um die Ideale der Französischen Revolution zu erreichen, könnte man sich dem Prinzip Hoffnung, das zahlreiche Denker unserer Zeit postuliert haben, hingeben. Dennoch, liebe Kolleginnen und Kollegen, lassen Sie uns nicht nur hoffen, sondern auch dem französischen Nobelpreisträger Albert Camus nacheifern, der einmal gesagt hat : "Man darf nicht hoffen, sondern man muss etwas tun". Dies sollte unsere Maxime in der Welt von heute sein.

JOUVE - Paris

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Searching the image data bank of the Bibliotheque publique d'information (BPI) at the Georges Pompidou Centre via the NUMERIS netowkr: economis aspects

Luce-Marie ALBIGES

Conservateur en chef at the BPI
Georges Pompidou Centre
PARIS, France

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1 - THE BPI AND IMAGES

1.1 THE BIBLIOTHEQUE PUBLIQUE D'INFORMATION AT THE GEORGES POMPIDOU CENTRE

The BPI(Bibliothèque publique d'information - the public reference library) is one of the departments of the Georges Pompidou Centre, situated in the centre of Paris. It is a public sector institution.

Open every day, Saturdays and Sundays included until 10pm, the BPI has on average 13 000 visitors per day. It is completely orientated towards use by the public. Free access to the stock and the integration of different media - images, films, sound, language teaching aids, online databases - have made it the most popular library in France. With a staff complement of 249, the BPI has an annual budget of about 74 million francs.

1.2 IMAGES AT THE BPI

Since the setting up of the BPI, the Iconography Service, which has responsibility for the image bank, has had a double role: making available to the widest possible public an encyclopaedic and up-to-date collection of images, and setting up a pilot service for access to the images.

The image bank which currently comprises 150 000 images and is organised into 2 275 annotated dossiers, offers an important information tool to BPI users. It also consists of as many up-to-date photographs of the countryside or of events (acquired from professional photographers or agencies) as of reproductions of works of art or older documents. Thus the most diverse themes are illustrated: tourism (22 000 images), art (61 000), architecture (7500), history (15 000), science and environment (15 000), technology (15 000), social sciences (5000), entertainment and sport (8000).

In order to respond to public demand, this image bank is continually being expanded by new acquisitions. Managing the database also involves the best possible exploitation of the collection of descriptions, and the use of ever more suitable and user-friendly search aids.

Currently the BPI offers 40 work stations which are in constant use. The collection is accessible on videodisk or by dial-up or via Minitel.

The Iconography Service team (14 people) also set up large exhibitions (the most recent: PARLEZ-VOUS FRANÇAIS?, FORUM DU REPORTAGE, FORUM DE LA REVOLUTION) and has therefore combined experience of new technology as applied to images and documentation with that of organising cultural events.

2 - THE PLANS FOR REMOTE SEARCHING

2.1 FRANCE-TELECOM'S ISDN NETWORK

The Integrated Services Digital Network (ISDN) opened up by FRANCE-TELECOM under the name NUMERIS, allows digital transmission of various types of information: text, data, voice, images etc. These different types of data previously needed to be transmitted along separate networks and by different methods.

As far as images are concerned, this new type of transmission is made possible by the integration of 2 techniques: on the one hand, the digitisation of images and the method of treating the associated signal so that there is a significant reduction in necessary storage capacity, and on the other hand, the development of networks capable of carrying the images at affordable prices.

ISDN allows remote access to a host computer so that images with associated text can be sent or received.

Opened in France in 1989, this network should gradually be connected up with other similar national networks - either existing or planned in the years to come.

2.2 THE NEW SERVICE PLANNED BY THE BPI

The planned new service arose from the recognition of the real needs of the public as perceived by the BPI through usage of the videodisk system and by libraries through requests for copies of iconographic documents.

An effective service requires satisfaction on 3 levels:

- making available a collection which is comprehensive, up-to-date and of good visual quality.

- transmitting at the same time as the image an explanatory text. This implies the provision, apart from its identification, of a commentary allowing an understanding of the image and the subject it illustrates.

- provision of copies from a printer to satisfy the frequent demands made on libraries by students, schoolchildren and all types of non-commercial users (but not the sale of copies for publication).

In response to these needs, the plan seeks to profit from the opportunities provided by the ISDN technology and to provide a new service for remote searching of images in French and other European libraries.

The users of these libraries will therefore be able to search for iconographic documents on chosen subjects, look at them and obtain a copy at a moderate cost.

2.3 THE GENERAL ARCHITECTURE

Remote access to an image bank requires the following elements:-

- a computer - able to be upgraded to cope with the search needs of a large public
- a system which instantly transmits the pictures and associated commentaries from an iconographic collection which is continually expanded and updated.
- a way of passing on the running costs to the end-user (using electronic fund transfer) in order to guarantee the eventual economic viability of the service.

The system in the process of being set up therefore makes provision for work stations based on microcomputers designed for maximum convenience to the public. The work stations are linked via the ISDN to a computer (or computers) on which are loaded the image collection and commentaries.

Each work station will consist of 1 microcomputer, 2 screens for the picture and the text, and a printer. The user will make an initial selection of his subject interest, resulting in the automatic dispatch of a group of relevant pictures and associated commentaries by the host computer. This transmission will be done in one go, using the technique of image compression thereby reducing transmission costs. The user can then look at the pictures at leisure, following in parallel the commentaries on the other screen. He will then be able to request a print-out.

2.4 IMPLEMENTATION STAGES

It is planned that some French libraries located in the first areas to be included in the NUMERIS network will test the search system in autumn 1989.

This trial will be carried out on a collection of 35 000 images, with real live usage by the public in various establishments, in order to validate or refine the mode of enquiry to be used by the public.

Equally it will allow hypotheses on the running costs to be verified and charges to be finalised before making it more widely available to other French or European libraries, in parallel with the extension of the ISDN.

At the end of this phase, it will be possible gradually to connect up other member libraries as the network expands.

In a second phase, it will be equally possible to make available, via the BPI computer, the collections belonging to other libraries wishing to take part.

Eventually, the possibility of transmitting, via the ISDN, in a digitised form, all sorts of media (text, sound, image, data) to equipment installed in libraries, will allow other services to be planned. Thus the BPI is studying the possibility of making document collections available via data transmission and uploading: press clippings, collections of software, language teaching aids.

A joint in-depth study with FRANCE-TELECOM has been carried out with a view to making available a new service on the NUMERIS network and analysing technical aspects as well as its eventual economic viability.

The BPI has also requested a grant from the CEC within the framework of the Action Plan for Libraries.

3. COST ELEMENTS

3.1 INVESTMENT IN HARDWARE

The creation of a remote access image bank presupposes that the BPI has available a collection of images already digitised, associated document and research collections and a host computer. The digitisation of the image collection on to videodisks was done to the standard used for digital broadcasting (720 dots per line, 625 lines) with compression.

The creation of a collection of commentaries and research material requires the complete capture of all dossiers previously in the form of paper booklets together with the cataloguing and indexing details already recorded in the BPI's general automated system.

Including the acquisition of hardware for the computer to be connected into the ISDN and the necessary software, the total extent of these investment costs is estimated at around 1 million francs.

3.2 ACQUISITIONS COSTS (IMAGES, COMMENTARIES, SEARCH METHODS)

The management of the collection for consultation previously carried out only on BPI premises included the acquisition of pictures, the production of files of annotations and commentaries which accompanied them and the necessary processing for them to be exploited in the existing search system.

The setting up of a remote search system has led to wider needs being taken into account. A dynamic vision of the development of this new service presupposes constant adaptation: as the host computer is able to provide usage statistics on the various files of images, like the number of unsatisfied queries put by the public, the analysis of these data will have an influence on acquisitions as well as clarifying search methods. Costs involved in adapting to these demands must therefore be anticipated.

A policy for the management of digitised iconographic collections, belonging to other libraries and transmitted via the BPI computer, has yet to be defined.

3.3 PHOTOGRAPHIC RIGHTS

The remote transmission of images gives rise to a new legal situation.

Generally speaking, fixed images are only made available in published form: books, microfiche, post cards, videodisks . . . . The publisher of these documents acquires the reproduction rights for pictures used and passes on the costs in the selling price.

The BPI's image bank consists of documents from a variety of sources and for which it has more or less unlimited rights. An original contract, drawn up with the professional photographers' unions and the photographic agencies has, since 1976, given it the specific right to limit consultation to the BPI premises.

A new situation is created by the usage of a system for remote searching of an image bank where the aim is not commercial acquisition of documents but merely purposeful browsing (where there is a possibility of printing out a copy of the image but not for publication).

As far as the transmission of images is concerned, there are 2 aspects to the rights: the digitisation necessary for transmission implies the right to reproduce the image and, its appearance on the screeen gives the right to show it.

For contemporary photographs, the BPI must obtain the agreement of the photographer; the quality of the digital images, equivalent to that on a videodisk, ensures a quality of reproduction satisfactory to the authors but the BPI must negociate with the latter on extenion of consultation to other premises. The cost of the new right is calculated on the basis of non-commercial use of the photographs in libraries and other cultural establishments where charges are not levied. The BPI must similarly obtain the agreement of artists, institutions or the owners of art collections which have been reproduced. Thus terms have gradually been defined permitting cultural use of images.

3.4 INVESTMENT BY THE LIBRARIES

All the equipment and basic constituent techniques necessary to allow the project to go ahead already existed or were tested individually (digitisation, data compression, transmission, image display . . . . .)

The fall in price of microcomputers to an affordable level made possible the acquisition of work stations. Data compression allows in effect a notable reduction in the cost of data storage and transmission despite the volumes necessary for high-definition colour images.

The scale of investment in hardware and software to equip a library wishing to acquire a work station (PC compatible, communications and graphics cards, and printer) can perhaps be estimated at between 120 000 and 150 000 francs.

It should be noted that the initial cost of joining the ISDN is fixed in France at 675 francs.

3.5 OPERATING COSTS

Running the system results in management costs and computer maintenance as well as the various subscription and network costs.

Current estimates of all these operating costs (host and telecommunications) allows an average cost of the order of 10 francs to be envisaged for access to a file of around 80 images and their associated text. This cost seems consistent with the type of service being offered to the user and is comparable with services offered by videotext or traditional online databases.

4. ENVISAGED METHODS OF CHARGING

4.1 THE PARTICIPANTS
(HOST, LIBRARY, END-USER)

The service for remote access to a collection of images involves 3 principal participants:

- the institution running the host computer (in the case of the first collection to be made available, the BPI) which either acts as the owner, or merely a service provider in making available the original image collection from another library.
- the libraries who wish to use the service by making it available to their readers, or for internal needs; these libraries acquire the necessary equipment and will be identified as points on the ISDN.

- finally, of course, the end-user who could be a student, researcher or quite simply an educated enquirer, a subscriber or casual passer-by in one of the above-mentioned libraries; an occasional or regular user of this new service.

Invoicing of the various above-mentioned operating costs for remote searching on the image databank must be apportioned amongst these 3 participants.

4.2 VARIOUS OPTIONS

According to the type of collection concerned, the status of the library which accesses the system and the requirements regarding its readers, various options can be envisaged.

We will limit ourselves here to mentioning some typical cases as follows:

- promoting the image collection:
  In this case, the host absorbs the range of running costs and allows free access to the collection from designated work stations thereby giving a free service for connected libraries and their readers. This could be done in the case of certain representative parts of the collection, or during the launch period, or in the case of information files on cultural events produced for exhibitions.
- the subscribing library picks up the charge without passing it on to the end-user:
  In this case, the library wishing to introduce this new service to its readers without restriction, absorbs all the operating costs.
  This could also be a transitional stage for testing the public's interest in this new medium.
- fee-based service for the end-user. This is a method of functioning whereby the service for searching the image databank is made available to the end-user at a charge which covers the various running costs. In this case the library makes a new service available to the public but does not bear the running costs. The user therefore perceives the service to be charged in the same way that access to bibliographic databases or to videotext is, where the charge is proportional to the amount of usage.

This type of operation naturally implies that provision should be made for electronic transfer of payment.

4.3 THE CASE OF PAYMENT BY THE END-USER

As has just been suggested, it is possible to charge the end-user if this is the wish of the connected library.

At the present stage of development of the project, the choice of the method of payment has not been finally made. Let us however look at some of the potential ways of dealing with this:

- payment by cash: in this case the user must pay as he goes with coins or tokens. Naturally in this case the library retains the amount paid and pays the overall computer costs.
- payment by charge card: the reader uses a card equivalent to a certain value and gradually uses it up as he accesses the service. It could be a card specific to this service or a multi-service card like those envisaged by certain local authorities. It is the institution issuing the card which sells it to the user and then pays the host.
- payment by banker's card: the user's account would then be directly debited to pay the host.

Naturally if the user concludes his search of the image collection by requesting an immediate print-out of certain pictures for retention, an additional payment could be made to the local library.

5.CONCLUSION
PERSPECTIVES ON REMOTE TRANSMISSION OF IMAGES

The remote transmission of images, based on proven micro-computer technologies and on the development of telecommunications, is now available to a large number of users on an economically viable basis.

The progressive development of digital networks increasing the possibility of connecting libraries up to image-type documents creates an opening in the type of service much appreciated by the public and increases the potential for cultural development.

In the future, the system will evolve towards the creation of other hosts within libraries who will themselves obtain digitising equipment. These hosts will permit the establishment of a true network for the online exchange of iconographic documents, finding its full realisation in a Europe-wide programme.

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SOME PROBLEMS INVOLVED IN THE INSTALLATION OF ADVANCED INFORMATION SYSTEMS IN DEVELOPING COUNTRIES

by

Jaime ROBREDO. Tania Maria BOTELHO and Murilo B. da CUNHA

School of Library Science at the University of Brasilia, Brasilia
(Brazil)

IR053257

1. INTRODUCTION

A comprehensive study has been published by Parker (1) of Unesco's efforts to assist developing countries, by using consultancies and projects in the area of documentation and information systems. Similar studies of other international organisations and project finance agencies would be useful to give a more complete picture of the scale of the work carried out over more than thirty years in promoting the installation or information systems in several countries.

One of the new studies to analyse the effectiveness of international consultancies was carried out by Ferreira (2), who studied scientific and technical information in Brazil. His study includes some evaluation of the consultancies' success calculated with reference to a model which takes account of the effort spent in identifying the problem and suggesting solutions. this model, which may be taken as standard studies the consultancy process in itself but does not consider the subsequent developments. It is this, in fact, which provides that most valuable indication of the extent to which a consultancy or project has had positive effects on the development of information structures, or whether they were isolated actions, with no follow up.

It is a complex question: many authors have raised the problem of installing information systems in developing countries or have analysed the difficulties involved in setting up effective mechanisms to transfer technical expertise from the industralised countries to the Third-World.

Some have questioned the value of indiscriminately transferring scientific and technical information without ensuring some means of adapting the new techniques to local conditions. Slogans like "Information is power" or "information is the basis of development" should be re-examined and, according to Saracevic (7), need to be proved with regard to the structures in place in developing countries. The concept of information services in these countries has been discussed in detail by Saracevic et al. (8) and by Keren and Harmon (9).

Moreover, the selection of censoring of information by the suppliers, who are often unfamiliar with conditions in the receiving country (when it is not a case of still more dubious motivations) seems indefensible. (10)

One attempt to establish direct links between the countries of the southern hemisphere, allowing the exchange of suitable or adapted technology and facilitating business transactions, which is worthy of mention is the TIPS project (Technological Information Pilot System) (11). It will be a few years before the results of this can be evaluated with any reliability.

An analysis, however superficial and imprecise, aimed at identifying the consultancies and projects which have really brought about positive results and

have survived the economic difficulties and political storms of developing countries would succeed in listing only a very few.

The aim of this study is to analyse some of the determining factors in the success or failure of projects or consultancies, in order to propose a list of factors or conditions which seem to be indispensible if an international cooperation programme is to have any hope of success. If all or any of these conditions are unfulfilled the prognosis cannot be encouraging. It should, however, be clearly stated that the proposed conditions must be respected if a project or consultancy mission is to produce favourable results, but they can in no way guarantee such results.

2. SOME STATEMENTS, QUESTIONS AND DOUBTS

It is generally admitted that social development is inseparable from economic development (12), (13). Moreover, economic development is also seen as a consequence of scientific and technical development (14-16), which can only be achieved if there is a solid base of modern technology to provide a direction for national policies (17-22).

According to some authors it would be better to replace the expressions "developing countries" and "developed countries" with "dependent countries" and "dominant countries" respectively (23-28). In economic jargon the terms "central countries" and "peripheral countries: are sometimes used. Might we one day speak of "marginal" or "marginalised" countries? The question remains to be answered.

In Vitro's opinion (30), the gradual transfer of information from the rich countries to the developing countries will eventually reduce the gap between the northern and southern hemispheres.

Menou (31) emphasises and backs up this opinion by stating "that there is no option, as regards a strategy for developing the information services industry, than that of making the greatest possible use of modern technology".

Although these points of view are basically incontestable, they seem somewhat over-optimistic and even utopian, given the complexity of the problem. In fact, over the last few years, the gap between rich and poor countries has been increasing.

Parker (32) gives a brief but rigorous analysis of the reasons underlying Unesco's inability at the time "to propose directions for the formulation and implementation of national information policies or for the roles and functions of the focal points in this field."

It is worth mentioning, in passing, that internal conflicts like, for example, the competition between NATIS and UNISIST, have occasionally had negative

repercussions on programmes in certain countries. In this case, however, the creation of the General Information Programme has been a happy ending to the story.

Dosa (33) gives a pertinent reminder that "development cannot be reduced to economic growth; it is in fact a process whose aim is to satisfy human needs both of a material and non-material nature, through the transformation of structures." She also refers to a study by the Dag Hammarskjold Foundation and The International Foundation for Development Alternatives, which draws attention to the fact that "the flow of capital into developing countries is in danger of excluding (from the development process) some eight hundred million people who live in the most abject poverty."

In a recent article, Vitro has emphasized the need to reconsider the role which science and technology can play in development (34. Development should in fact be considered in a new light. We should think of integrated development (in terms of social, economic, cultural and technological factors), adapted to the local situation, as both a starting point and a goal to be attained, within the framework of international cooperation. We should therefore congratulate the United Nations on their recent decision to put a considerable proportion of the funds set aside for cooperation with Brazil towards the consolidation and improvement of the infrastructure in the 'Favela de la Rocinha', the largest - and one of the poorest - of the shanty towns in Rio de Janeiro, whilst continuing to support the most advanced development projects.

It is also worth mentioning the certain programmes and projects whose aim is to install information systems on a so-called national scale by pouring money, obtained from high interest loans, into third-world countries have in reality only achieved an increase in the burden of debt (35). Moreover, one may quite legitimately doubt the real intentions which may be hiding behind a mask of aid and generous, disinterested support from certain governments, in the installation of information systems for scientific, technical, economic and social development. Might there not be, in some cases, a hidden intention to create markets for equipment and products manufactured by the donor country; to further economic domination, in other words?

The recent 'world-wide' protest against the 'destruction' of the Amazonian rain-forest only increases such doubts, when one considers that more than half of the area 'destroyed' over the last twenty years is the result of projects run by foreign companies or multinationals based in industralised countries. It is a strange coincidence that the countries which are the most vociferous against these 'attacks on the ecological balance' are precisely those which are chiefly responsible for the hole in the ozone layer.

The receiving countries can, on the other hand, effectively neutralise the development efforts which they have encouraged if they take excessively protectionist measures.

The interests at stake in the bid to control information at the dawn of this new era are immense (36-43), and a new awareness is beginning to develop.

Parker (44) remarks that "the explosion or interest in the field of information, from other international agencies, multinational groups, governments and their agencies and thousands of commercial enterprises of university and research institutions, and even individuals, will have more influence on the future role of Unesco and on its influence in this field (information) than will the explosion of information itself."

The same applies to the long list of international organisations and cooperation agencies of various types, in the fields of science and technology. (45)

Several authors have tackled the problem of the transfer of technology and information (46), and have greatly contributed to an understanding of the problem. An examination - necessarily incomplete - of the reams of articles and papers dealing with the problems raised here, leaves one with the impression that we can only see the tip of the iceberg and that we need to look at what is happening under the water in order to understand properly the effect of all the factors influencing the success of projects to transfer information and to set up advanced information systems.

3. SOME DETERMINING FACTORS AND CONDITIONS

Before we come to the heart of the matter, we would like to state that we are optimistic about the enormous potential of the international organisations for transferring knowledge to developing countries and for establishing information systems.

In Unesco's case, the development of the ISIS, Mini-ISIS and Micro-ISIS systems, the work towards standardisation, the important documents published under the auspices of the General Information Programme and the RAMP programme are some examples of the sort of positive results we can expect from international cooperation. The INIS and AGRIS systems, developed by the International Agency for Atomic Energy (IAAE) and the United Nations Food and Agriculture Organisation (FAO) respectively, and the MEDLARS/MEDLINE system which was a result of cooperation between the United States national medical library and the Panamerican Health Ogranisation which created the regional medical library at Sao Paulo, are further examples - among others - of the possibilities arising form cooperation between industrialised countries and developing countries, with obvious advantages for all involved.

We could mention many more consultancies and projects which have had concrete and positive results. Nevertheless, if one were to take the consultancies cited in the appendices to Parker's work (47) and analyse them one by one, the total

number of those which have given rise to tangible practical results - and not just recommendations - would be quite small.

One might then ask why missions to formulate projects are not carried through to the completion of the project or why it is that, even if projects achieve aims as long as the country is receiving outside aid, they very often collapse when this comes to an end.

In the light of what has been said so far, we can see the attention has been paid to the human aspects and especially to the qualities of the consultants and their relations with their opposite number (48-52). Other publications dealing with these same aspects can be cited to complete the list (53-55). The other factors mentioned, however, do not seem to have been thought worthy of much attention by researchers.

In an earlier work (56), one of the authors of the present paper drew attention to some factors which were (a) technological, (b) related to the infrastructure, (c) human and (d) related to the environment, as having an effect on the difficulties involved in setting up information networks. Another of the authors of this paper divided the factors likely to affect the transfer of information technology into the following categories: (a) economic, (b) staff-related, (c) physical and ecological, (d) cultural, demographic and social, (e) political, and (f) related to the infrastructure (57).

In the remaining part of this paper we will attempt to draw up a list - which will naturally be incomplete - of the conditions which seem important if we are to be able to hope for some positive results from international cooperation work. Eve if our assertions may sometimes appear to be generalisations, the comments and observations accompanying some of the points in this list are the fruit of real experience gained on the ground in Brazil.

They are in fact guides which should make it possible to define an administrative model applicable to precise cases or which could be applied at a national or international scale.

Factors and conditions preceding any negotiations

-Absolute harmony between the political priorities of the receiving country and the interests or actions outlined in the donor organisation's programme.

It is worth mentioning that the programmes of activities - and therefore, the allocation of funds - are decided at the international organisations' General Meetings, at which representatives of the member countries are present. More attention should be paid to the qualifications and expertise of the national representatives selected by the governments.

-The availability of channels of communication duly approved by both parties.

Respecting the hierarchy and the proper channels of communication can prolong the negociation process, but is vital for a legitimate agreement. Similarly, those responsible for the negociations should be duly approved.

-The identification of the points in each party's action programme which are associated with the mission or project which is the object of the aid or cooperation under negociation.

It goes without saying that the duration of the actions negociated may not exceed either the scope or the parties' plans or programmes or the total funds available.

Factors and conditions related to the environment

-The political stability of the receiving country.

-The action or project must be in harmony with the socio-economic and cultural conditions within which it is to operate.

Due attention must be paid to the tensions which could result from too sudden a change in the living or working conditions of a section of the community, or from investments which only benefit part of the community to the detriment of the rest of the population.

-The products or results of the projects must provide sufficient benefit for the target community. The results must make a positive contribution towards improving the users' living or working conditions.

Factors and conditions relating to the infrastructure

-Ensuring that the suggested technological innovations can be carried out in the conditions already existing or to be created.

Modern information systems must make use of the facilities offered by telecommunications, but it is pointless to hope to benefit from such facilities within the project if they are not available elsewhere in the country. It might be possible, if need be, to ask the receiving country to take certain preparatory measures to back up the existing infrastructure before commencing the action or project. It should not, however, be forgotten that the project or action is intended to initiate or accelerate steady and constant development and not to solve a small, short-term problem.

-The equipment brought in by international aid or cooperation must be suitable for local conditions.

It is useless to import very advanced equipment for which spare parts cannot be found, if needed, or which cannot be maintained in the country concerned.

Factors and conditions relating to institutions

-The institution receiving the aid must have the appropriate position within the hierarchy of the parent institution.

-Official support for the accomplishment of the new functions and responsibilities which may result from the action or project is indispensible for the institution receiving international aid.

It is useless to put effort into setting up a centre of excellence which does not have the support of the authorities to guarantee its new functions and responsibilities and to ensure its continuity and eventual expansion, by means of the necessary legislation.

-Other national institutions which carry out complementary or similar activities should be integrated into the project.

There is no need to insist on the importance of integration and standardisation in the area of teleinformatics and information networks.

Technological factors and conditions

-Local staff must be able to assimilate the new technology brought in or developed by the project.

-There must be a real possibility of adapting new technology to local conditions.

New technology must be put into use in progressive stages. One should not pass on to the next stage without checking that the results of the previous stage have been consolidated.

-The possibility of using suitable or adapted technology which already exists in the area should be analysed before deciding to import the equivalent equipment.

The project or action should encourage the use of local resources.

Economic factors and conditions

-To ensure, before beginning any action, that the funds which the two parties are to devote to the project really exist and will be available when and as planned.

Delays in the availability of funds can endanger the project.

-The financial contributions of both parties should be carefully studies and set out clearly, as should the conditions for spending it effectively.

Inflationary effects should be avoided as should burdensome conditions for loan repayment, which could neutralise the positive effects of the project.

-International money should not be used for paying local staff.

At the end of the project there is a risk of running out of money to pay the staff.

-Not to subscribe to publications or enter into maintenance contracts using international money, without reasonable certainty of being able to continue the same after the end of the project.

Human factors and conditions

(For factors involving consultants and experts see the recommendations set out by the authors cited at the beginning of this section.)

-The local official responsible for the execution of the project must have the necessary support from the authorities to accomplish the work.

-The local staff must have the necessary level of expertise to master the new skills and technology which the project may involve.

-The local staff, at all levels, must be assured, as far as possible, that the necessary financial and working conditions exist to guarantee their continued employment after the end of the project.

-The project must provide the necessary training to enable the local staff to absorb the new knowledge and techniques involved in the project thus ensuring that the services function well and eventually expand.

-The project must ensure that users - whether individuals or institutions - are involved in the process of evaluating the services.

Administrative factors and conditions

-Guarantees of the existence of the necessary conditions and mechanisms to oversee and control all the stages planned and to evaluate the results.

-Guarantees of the existence of the necessary conditions and mechanisms to control

expenditure and calculate running costs, as well as to evaluate the benefits and utility of the results.

4. CONCLUSION

If these conditions are observed the chances of success for international projects will be increased. Checking the real conditions for the continuity of the actions undertaken should lead to a reduction in the number of reports which are not followed up and systems which collapse once the international cooperation comes to an end, bringing considerable savings of effort and money.

In the proposed model the donor organisation and the receiving country are seen as complementary to each other. New conditions for development should emerge from the harmonious integration of their efforts and resources.

In conclusion, we repeat what was said above: although these conditions can lessen the changes of international cooperation failing, along they cannot be considered a guarantee of success. For that to be possible one decisive element must be taken into consideration: the will to succeed in all involved.

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PRESIDENTIAL ADDRESS : PARIS 1989

by

Hans-Peter GEH
President of IFLA

IR053257

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Opening Speech by President Hans-Peter Geh

Paris 1989

I bid all of you, dear colleagues, who have arrived here in the French metropolis from every corner of the world, a cordial welcome to the 55th General Conference of IFLA. I am very happy to see so many of you here and wish you an interesting and productive conference, one which will convey the spirit of friendship and mutual understanding.

We have convened this year in Paris, a center of art, culture and science since the Middle Ages, the cultural capital of Europe in 1989, and the place where the French Revolution started 200 years ago.

But Paris is also an important book city in which some streets seem to be, as it were, built on literature. It is the home of the majority of French publishers and books are ubiquitous not only in the Latin Quarter, at the Bouquinistes along the Seine and in book shops all over the city, but also in the many important libraries with their rich collections and world-famous treasures.

The 100-year old Eiffel Tower also belongs to Paris. Its view offers a literary backdrop, a musical setting, a pictorial imagination and a film sequence in an unparalleled way. Moreover, this former wonder of the world also serves as a metaphor for progress, optimism and hope for the future.

A change in the conditions and hope for the future for the vast majority of the populace were also the triggering considerations and motto of the French Revolution which began on July 14, 1789, with the storming of the Bastille. This revolution was, without a doubt, the most far-reaching occurrence and the one richest in consequences in recent European history. It was, in fact, also one of the most agitating events in the history of the world. It abounded with successes, but unfortunately also with acts of violence. Is it not, however, true that every great idea also

appearance?

I don't want to delve any further into the diverse interpretations of the French Revolution, many having been especially published for this anniversary, nor do I wish to enter into the controversy of whether the French Revolution is to be understood as the birth of human rights or also as a date which later forms of totalitarianism hark back to. I don't want to do this alone for the reason that in today's historical science common sense and perspicacity predominate over the interconnection of the causalities so that the central issues of the history of the Revolution can no longer be clearly viewed. Moreover, the French Revolution, as some contemporary historians have emphasized, has always been a political issue, always a model for a world view-ideological form of history writing. It is a fact for certain, however, that the theoretical texts written in connection with the Revolution developed the historical power which contributed significantly to the democratic consciousness and to general education and learning. Consequently, the contemplation of the roots of a common political culture is, rightly, being celebrated - at least here in Europe - this year.

Which are, then, the great and future-oriented ideas and values which were born or manifested themselves in correlation with the French Revolution, and which are especially of great significance for IFLA today? Well, we know them all: liberty, equality, fraternity. Let me just reflect a bit on what these values mean for our present and future work.

Liberty

Jean-Jacques Rousseau stated in 1762 in his Social Contract, "Man is free, even if he were born in chains." Twenty-seven years later Rousseau's conviction was one of the central points of the human and civil rights which were proclaimed on August 26th, 1789.

Aside from outer freedom, intellectual freedom is, for us, of special importance as it is manifest in the freedom of thought,

once said, lives through the inner freedom of the individual.

Intellectual freedom comes to fruition, above all, in books which appear all over the world. The book is and will remain the expression of human thought, it is vital, even indispensible for the reception of ideas and it is a school of judgment for which there is no substitute.

In addition, world literature depicts the free exchange of ideas and feelings which lead to a growing cultural exchange and, thus, to a unifying process that enriches life. The libraries play thereby a very special role all over the world as an intermediary and vehicle of culture.

It is, therefore, absolutely necessary to devote a special status to the book in the library also in the future as I tried to explain in detail in my opening speech in Sydney last year.

"Freedom," as Montesquieu once put it, "is the right to do everything that the law allows." This means not only freedom from something but also freedom to something, as my philosophy professor used to interpret it.

IFLA's policy has always been, in this connection, to stand for a free and unhindered flow of information. And IFLA has also always been committed to the unobstructed development of librarianship in individual countries, and has been engaged with its full strength in the imperative cultivation of international librarianship in the spirit of international understanding.

In these endeavors the close collaboration with all of the pertinent active international associations and organisations is of great importance to IFLA in face of the inter-connectedness within the whole range of the information field. I am thinking here, above all, of the cooperation with FID, ICA, and, of course, with Unesco - organisations with which we have been closely aligned for decades.

responsibility within the framework of our activities and decisions. For, als George Bernard Shaw once rightly wrote, "freedom means responsibility," he continued, "and this is the reason why most of us are afraid of freedom."

Equality

Equality means, first of all, equality in the eyes of the law. Applicable to our international association is the question, of course, at once raised as to how equality stands in view of the opportunities for our members. It's true that all members have the same rights and responsibilities, but do they all have the same chance to take part in IFLA's work? Again and again we hear from our colleagues, especially out of the Third World countries, that they are prevented from attending our General Conferences, seminars, meetings of the Standing Committees, etc. due to financial reasons. It must, therefore, be our endeavor to reduce these financial barriers through effective measures. Therefore, let us be not only a community with the same interests but let us also become one of solidarity which allows each and every one the same chances in our world organisation in the coming years.

Just as little equality of chance exists for numerous colleagues for whom, in their countries, there is a shortage of educational possibilities or facilities for continuing education in order to attain higher qualification. Let us here also not want for the appropriate relief action.

And how is it with equal opportunity in view of the use of libraries? We are continually confronted with the great problems of illiteracy which are to found both in the Third World countries but, however, in increasing numbers in industrial countries as well. As I have repeatedly emphasised at other occasions, it must, for this reason, be our special cause to fight against illiteracy with effective measures. I hope very much that the Pre-Conference on this topic which took place in the preceding week here in the vicinity of Paris will be able to inform us of some appropriate means and methods to combat this situation. In this connection we from IFLA will also support with all our energy the Unesco proclaimed International Literacy Year

in 1990. For the fight against illiteracy is today even more urgent as only he who can read and write must not relinquish himself to a degrading mental immaturity and dependency.

We are also concerned with equal chances for cultural and linguistic minorities in many of our countries, a matter of interest to which the work of our Section on Library Services to Multicultural Populations is especially devoted.

But allow me, in this context, to address with great emphasis the problems and interests of those who, through their physical handicap, cannot use our libraries in the usual manner. These disadvantaged people require our consideration and support in a very special way.

Finally, the promotion of reading, in general, is even more urgent now than ever in this age of the information society. We, together with Unesco and other relevant organisations, must, therefore, devote all of our energy to this goal. For reading, with its often described advantages and positive effects on the development of the personality will remain the indisputable technique of culture in the future as it has been uncontested for centuries. Reading will also remain the key to intelligent and critical dealings with other media, above all with mass media, which are prepared to abandon the book in a dead-end alley.

Equality, that is to say, equality of chances also means that libraries can be used in every country as information and cultural centers by everyone who wishes to. And under the condition that everyone can afford it. Therefore, financial hurdles must be reduced where they exist in accordance with the unanimous decision of our General Conference in Brighton in 1987. Of course, it is necessary to include the new media and the use of modern technology in the financial considerations. For obtaining information may not be hindered through prohibitive costs.

In this connection let my say a few words to our general theme,

Economy." Information stored in books or other media has both an intellectual as well as an economic component. And the same holds true for the mediator of information, the libraries.

Today, in addition to this, libraries are not only treasure holders of times gone by and mediators of scientific knowledge as well as of cultural values, but they also participate themselves in increasingly stronger measures in the information process. The raw material information is thereby handled and processed in such a manner that it can be profitable to the library user in the most effective way. This presupposes that the libraries continually adapt to the changing conditions and requirements and that they receive the necessary support from their respective financial administrations for it. In addition, the librarians must also have the necessary knowledge and abilities in order to have, for example, in the field of electronic acquisition and processing of information the same chances as do commercial enterprises in this branch.

I believe that I have been able to determine that these economic components of the libraries will be recognised by the public and governments at an increasing rate in spite of the still missing research results about the real value of information and information handlers.

Fraternity

When one is on the road in many parts of the world year for year on IFLA business one feels the cooperativeness and friendship among our members in a most agreeable way. Everywhere one meets up with same professional interests and everywhere it is the most important goal of the librarians to fulfil their diverse responsibilities in the best possible manner, whereby, of course, the conditions vary from place to place.

What we librarians are trying to achieve is to contribute through our efforts to making the chances in the field of information as equal as possible for everyone. And that, arising from this, a peaceful competition within each country itself and between nations can take place.

Fraternity is to be understood in our context as a responsible, not egoistically-oriented freedom where the tensions between the society and individual and between nations be off-set as much as possible. Humanity, an important factor in fraternity should thus be a pioneering force of the present and future, for the purpose of human history. And in this cause good books as "printed humanity" are ideal helpers for us.

Humanity is, first and foremost, concerned with the preservation of human rights. These have been postulated again and again in diverse ways in the course of the last two centuries. But nevertheless it has been necessary again and again to call attention to the danger to or damage done to human rights.

For better interpersonal relationship and the relations among nations one has appealed time and again to reason. But has it, despite numerous visionary programmes and utopian plans, been able to cause decisive change? Is it not as Manès Sperber once phrased it, "our reason is like the light in Rembrandt's paintings, it shines into the darkness, but doesn't chase it away, only limits it."

Therefore, fraternity must come to the fore; fraternity can be afforded by everybody today as much as in the past. Of great importance in this connection is tolerance. That is something that the great Belgian statesman Paul Henri Spaak described as the best and noblest virtue at the Second International Congress of Fraternity in Brussels in 1955 and which he continued about, "Rien n'est possible sans cette disposition de l'âme. Elle est une question préalable à tout contact humain. La tolérance ne fait renoncer à aucune idée et ne fait pactiser avec le mal. Elle implique simplement qu'on accepte que d'autres ne pensent pas comme vous sans les haïr pour cela".

And what about literature in this context? It can, actually, only achieve a little because literature is not in the position to replace politics. In addition, today only seldom do great

are more likely to arise from technical conditions and presumed effects of mass media. But literature is, nevertheless, capable of effecting consciousness and thereby setting standards. In addition, literature is also the great memory of human beings which libraries pass on from generation to generation and with it the human body of thought.

And finally, to fraternity belongs the safeguarding of peace. Books can't force peace, but they can remain as constant reminders of its preservation. Siegfried Lenz, last year's recipient of the German Book Trade's Peace Prize, described the role of literature in this context as follows: "Is literature not peaceful? Yes, it is, and it must presumably always be so since the existing reality doesn't allow for any other alternative. It's unpeaceful character, this is clear, lies in the disturbance of the forcibly established peace, that it can't accept the decreed silence, that it speaks for those who have been made speechless. Unpeaceful in order to serve a better, not a feigned peace, literature has also reminded us that the past is not over and that it, which reveals to us both the essence and role of the human being, is scrutinizing in the present. It appears that without this kind of unpeacefulness the peace which we never tire of wishing for can never be attained."

Let me come to an end.

In order to achieve the ideals of the French Revolution one could surrender to the principle of hope as many contemporary scholars have done. But, dear colleagues, let us not only hope but also emulate the French Nobel prize winner Albert Camus, who once ~~wrote~~ said "One may not simply hope but one must do something." This should be our maxim in today's world.

IFLA GENERAL CONFERENCE AND COUNCIL MEETING PARIS 1989

Division:

Section/RT: PLENARY

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LIBRARY, INFORMATION, ECONOMICS

by Jacques MICHEL

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LIBRARIES, INFORMATION, ECONOMICS

by Jacques MICHEL

I am greatly honored to have been invited to give the keynote address to the inaugural session of the IFLA Conference and I first wish to thank the organizers of this Conference for the confidence they showed me. In fact, I only feel partly competent before an audience of such eminent specialists, never having been directly responsible for the management of a library. Let me therefore hope that my talk will not seem too far removed from reality or too streamlined to answer the situations you are faced with daily.

The general theme of your Conference : Libraries, Information, Economics, is at the same time enormous, courageous and vital.

Enormous, first, because, horizontally-speaking, it deals with every aspect of the life of a library, specially management of human resources, training, and in its relationship to other people involved in the field of information, such as publishers and important Documentation Centers. Your theme also deals with its relationship to users, who can either be considered as only users or customers, the effects of technological progress, the great expansion of information which often leads to difficult choices and therefore to a stricter economic policy.

The theme of this Conference is also courageous. It is never easy, of course, to accept the fact that cultural aims or the spreading of knowledge should be curtailed because of down-to-earth economic considerations. Moreover, to ask such questions will undoubtedly lead you to modify your attitude and revise your management techniques.

The theme of your Conference is vital, because should this economic dimension not be taken into account, it is clear that an increasing number of libraries will reach the point of suffocation, questioning their very existence and creating a dissatisfaction, if not a disafection, of their users.

I neither have the intention nor the audacity to cover, in my introductory remarks, the various aspects of the theme of this Conference. I only wish to highlight a few of these aspects, liable to prove real food for thought here. Therefore, I shall first speak of the part libraries play in the field of Information. I will afterwards try to emphasize the main economic parameters of libraries and compare them among the principal regions of the world. I will then endeavor to bring out the impact of technology over a sensible economic management of a library.

And I will end with a few remarks about the value of information and attempt to draw some inferences for the future.

1. Libraries in the field of information

Libraries are not alone in providing information. We often hear about the "assembly line" or circulation of information, and also of information networks, to show the links existing in this area. I feel it is essential to be fully conscious of the fact and to be thoroughly able to understand the connection existing between its different components.

Let us first try, with the help of some figures, to outline the situation. Even if these figures are somewhat imprecise, the order of importance is respected. They are taken from the Information Market Observatory Reports of the EEC, DG XIII, from US Industrial Outlook and from a study on library economics within the European Community (1).

Publishers' turnover comes to $60 billions in the United States ($35 billion newspapers, $15 billion periodicals, $10 billion books). In Europe, the total is $30 billion and $10 billion in Japan.

These turnover figures consider activities linked to popular press, daily papers and magazines, as well as advertising returns of these papers.

It can be said that public or semi-public libraries throughout the world contribute an amount of $4 to $5 billion to the above publishers' turnover, and that specialized publications probably account for about $15 billion. Remember that there are about 100,000 specialized publications and that about 1 million articles are published yearly.

By comparison, secondary publishers, that is to say documentation centers or producers of databases in the scientific, technical, medical and legal areas, spend about $1 billion a year with an online benefit of about $0.5 billion. It must be noted that a number of bibliographic databases and catalogues or directories comes to a little over a thousand and are evenly divided mostly beetween Europe and the United States. 3,000 secondary newspapers also exist.

Online services represent a growing part of the information industry. Libraries are well aware of the fact, being faced with the problem of knowing how to provide these services to their users and what price to charge (cost price not counting staff expenses, subsidized price, or commercial price). The online information market is hard to evaluate. Depending upon the evaluation used, prices can vary tremendously. There again, we can have a rather clear idea of the situation. The number of databases offered is on the order of 3,000.

Online services turnover comes to $4 to 7 billion (71%) in the United States, $1 to 1.5 billion (18%) in Europe, $0.5 billion in Japan and less than $0.05 (1%) in the rest of the world.

As far as databases are concerned, distribution between the different regions of the world is as follows : United States : 56%, Europe : 26%, Japan : 15,6%, Others : 1,4%.

It must be noted that the major part of the turnover and offer is based on financial or economic data, such as Stock Exchange rates, information about business companies credit matters, etc. It is therefore a type of information which, at least for the time being, is outside the normal field of interest of libraries. The online activity dealing with actual realms of

knowledge of interest to library users comes to $0.5 billion.

Online activities grow at a rate of about 25% annually. There are about 50,000 people involved. The most important area of information activities belong, after publishers, to public or semi-public libraries. The economic weight of these libraries troughout the world is estimated at $15 or 20 billion, $5 billion of which for Europe, and 5 for the United States alone. Purchase expenses come to about 20% of the total cost. It seems that these libraries bring about $4 to $5 billion to publishe turno ughout the world. Should private libraries be taken into account, this figure could e. ouble.

About a million people work in libraries throughout the world, 250,000 of whom in Europe. From these figures, it appears that interaction between the different people involved in Information is extremely strong and that libraries constitute the most important market, except fot online services connected to the Stock Exchange, financial and economic fields. The most important secondary services live only thanks to libraries. The same is true of scientific or specialized periodical publishers. On the contrary, when prices of these products or services become too high, a good number of libraries can no longer afford to keep up their subscription. They feel the poorer for it and lose a little of their *raison d'être*. Some animosity, or at least a lack of communication, has slowly evolved between publishers and libraries which, because of the wide geographical and numerical spread of libraries, compared to the relative concentration of publishers, has created in the former a feeling of weakness, fear and dependency. Witness the copyright problem. More than ever, dialogue between partners in the information field is necessary. However, it will only prove efficient if it takes place at an international level. The first step involves a certain unanimity between libraries of the different parts of the world. The task is hard, as example of countries belonging to the European Community shows us. But I feel this dialogue essential to find solutions to the economic problems faced by all. This IFLA Conference will hopefully give concrete answers to them.

2. Economic parameters of libraries

It is usual to hear libraries complain about their poor financial or budgetary situation, the lack of public financial support, and their progressive loss of buying power. Practically all over the world, commissions were formed to study this problem, and worried voices were heard. For instance, in the United States, the "Graduate Education = Signs of Trouble and Erosion" Commission insisted as early as 1984 upon the necessity to strengthen support to university libraries so that they could maintain their purchasing level. In France, the Miquel Commission very forcefully asked the government to look upon the low level of French University libraries.

Does this world-wide situation give us cause to worry ? And if so, why ? The following table reflects the actual situation for a certain number of countries in the year 1981 to 1985.

COUNTRY	TOTAL EXPENSES IN BILLION $	PERCENTAGE OF GOVERNMENT EXPENSES (OUTSIDE DEFENSE)
United States	4-5	0.5-0.6
FRG	0.814	0.42
France	0.590	0.2
Italy	0.670	0.37
Spain	0.070	0.1
United Kingdom	1.270	0.63
Netherlands	0.355	0.63
European Community	4.8	0.4

There is of course an acute difference between various countries, and even within European Community countries. The report we mentioned above (1), prepared by Ph. RAMSDALE, of the Institute of Public Finance Ltd., dealing with library economics in the E.E.C. provides further information, such as expense per inhabitant and apportionment of these expenses according to their nature and the type of libraries.

If we consider the evolution in time between 1981 and 1985 of the percentage of expenses in libraries compared to the State expenses, not including Defense, a real stability can be found in the E.E.C. Therefore, where does the uneasy feeling come from ?

In fact, there are three main reasons for the economic pressure felt by libraries :

- It is evident that staff increase in libraries as well as in all Civil Service, has slowed down everywhere, due to the fact that the creation of a new position brings about recurring and permanent expenses. This strict budget policy is applied almost everywhere in the same fashion. But due to the great disparity between countries, the impact of this new policy is the harder on countries where the level is low.

- A second reason is that the price of books, periodicals and other material grows faster than the cost of living. The Publishers-Libraries system is not stabilized today. It leaves the door open to an inflationary spiral leading to eventual massive subscription cancellations and the end of some periodicals. The inflationary aspect can also be increased by important variations between currencies, creating artificial expenses in purchasing. Moreover, this lack of stability augments in view of the fact that specialized works or scientific journals are published in limited quantities and that even a small fluctuation in the number of subscribers brings about losses and therefore leads to a price increase which, in turn, leads to cancellations. The spiral is now ready to function. It is therefore up to publishers to lessen this instability, decreasing production costs, partly based on the utilization of new technologies or new media. I will discuss this point further on, but there again I feel that a dialogue is necessary between libraries and publishers.

- The third reason is that new products or services appear on the market that libraries cannot ignore : they are, at first, complements to existing services which, in time, could even partly replace them. At present, these services are sources of expenses for libraries which, with their small budgets, are facing the following dilemma : either reduce their customary purchases, thus diminishing the value of their property, in order to buy new products and their necessary equipment, or, go on with their traditional activity, thus failing to benefit their users with the evolution of new techniques of spreading information. An uneasy feeling follows, which can only be overcome by rationalized operations, a stricter management, a better knowledge of the actual needs of the users, and an offer more appropriate to the demand. As over 80% of library expenses are alloted to three specific budget items, staff 50 to 65%, purchases 15 to 30%, premises 10%, it is easy to see in what direction efforts and rationalization must tend.

3. Technological impact

For the past 20 years, automation is slowly spreading in libraries. It is, however, noticeable that there are very important differences in this field between different parts of the world. It is a well-known fact that if the United States and Japan run far ahead in the field of computerization, Europe lags far behind.

The computerization effort was first felt on cataloguing, on the one hand, to possess autonomous computerized systems, and on the other, to proceed with shared cataloguing operations. The United States are planning an integrated system combining the three main operators, including OCLC and the Library of Congress (Linked System Project).

Such systems will undoubtedly lead to substantial savings in cataloguing, therefore lessening staff expenses. Very often, many libraries feel that outside cataloguing is not entirely satisfactory for their users and prefer to do it themselves. Deep thinking is necessary on this matter and a true cost-benefit analysis should be made in each library. I feel there is an important reserve of productivity on that matter. It is, of course, of the utmost importance that in the matter of shared cataloguing a certain balance should be kept between the different regions of the world, so as to create the necessary interdependency for an harmonious evolution of the systems. Europe, in this instance, has a great effort to make.

The development of online services and telematic has led libraries to put these services at their users' disposal. This obviously answered their expectations as they use such services more and more regularly. Costs involved for libraries are not negligible. A typical example of online service is the creation and consultation of outside library catalogues. Today, this particular operation is commonplace in its economic and technical aspects, because software now exists on the market at reasonable prices, allowing easy realization of these operations.

More ambitious are the online services offered by major libraries, playing the part of important bibliographic utilities. A typical example is the National Library of Medecine in the

United States (NLM) . We can also mention the British Library (with Blaise), and the National Library of Canada. It is evident that these services are isolated cases, true of very important libraries, with a specific mission in this domain. Obviously, the primary goal of these operations is not economic profit, but a desire to serve a community of users as large as possible at a price acceptable to all. This naturally raises the following question : should we charge for this type of service ? Is it compatible with library ethics and the notion of public service ? What will users accept ? Won't charging for such a service lead to its non-utilization ? You will probably discuss all these problems at length during the Conference. The value given to information is the underlying factor in this case. It is a difficult problem which apparently does not have a single solution. This is why we should avoid a black-and-white approach in deciding such problems as whether or not to charge for services, in view of auto-financing. You must, on the other hand, take into consideration a maximum of parameters such as the nature of services offered, the type of users, usage made of the information thus obtained, how often it is consulted, the geographic area, the type of library funding, etc. We must emphasize that the solution to these problems involve :

-being more open to the expectations of users,

- determine their needs more thoroughly, and

- developing greater flexibility.

When libraries cease to function as the traditional well of knowledge from which people draw to find the information they need and attempt to adapt more closely to the wishes of their users, this marketing approach will be necessary.

Advancement in electronic or optic storage of information already has, and will in the future have, more impact on library activities and economics. In this instance, CD ROM is a priviledge media. Some may pretend that it is a "ghost" media, spoken of for a long time, but never coming into actual being. It has been 5 to 6 years since the long-awaited and long talked-about take off has failed to appear. The latest available information, however, seems to indicate that information circulation on CD ROM exists .

There is supposed to be at present more than 200,000 CD ROM readers set up all over the world, 580 titles were published in 1988, 289 of which for public consumption. The United States, with 78 % of the titles, are the most important producers, followed by the EEC with 14 %. Among these, bibliographic data and yearbooks are the most significant items (50 %), followed by full text data (20 %).

The private sector plays a predominant part in the production of these discs, as it represents 75 % of the producers in the United States as well as in Europe.

The market of CD ROM products is valued at $80 million in 1989, and $200 million in 1990. Philips anticipates a $1.3 billion market for CD ROM equipment in 1990, 30 ù of which in readers and 70 % in discs. In 1992, IDC foresees that the CD ROM market will cover 1/5th of the online service market, that is to say about $2 billion.

These figures confirm the trend mentioned above.

This could have a considerable impact on libraries, on the kind of services they offer, and in the evolution of expenses, especially those concerning purchase and storage costs.

As far as library services are concerned, CD ROM containing bibliographical data could, in a great number of cases, replace online services, thus considerably reducing the hourly cost and allowing every user to take advantage of it. This is true whatever the region of the world or the level of development.

A growing number of CD ROM will offer unabridged texts of documents of all nature, either facsimiles or mixed modes. Pilot projects such as ADONIS or those carried out by IEEE, IEE, INSPEC and University Microfilm are particularly interesting.

We are starting, at the European Patent Office, to publish a CD ROM on a trial basis : It would cover all the patents registered in Europe and those actually delivered. They amount to about 100,000 documents a year, averaging 20 pages each. We spend $25 million a year for traditional paper publications. Should the European Patent Office transfer its paper production on CD ROM, the yearly savings would come to about $6 million. It is true that users could only consult these new publications with the appropriate equipment. As the average cost of this equipment is $6,000, if we add up the 200 installations necessary to the subscribers to this collection, the total cost would come to $1.2. Even if the Office takes this expense in charge, the savings would be of the order of nearly $5 million, and, of course, $6 million the following years. This is why we are seriously considering, in 1991, to provide the necessary CD ROM equipment with each subscription.

Needless to say, subscribers will be free to make all the copies they wish, without paying an extra fee, no copyright existing for patents. The first contacts taken with libraries concerned are largely positive, and they all underline the advantages that such a project represents in terms of cost and storage space.

I give this example to show that CD ROM would have a definite impact on the cost of production and therefore on sale prices of certain products. This raises the hope that the inflationary trend in publishing costs will subside. CD ROM could also gradually lead to a reduction of storage cost, an investment representing nearly 10 % of library expenses. Library administrators with whom we deal, see this as the first advantage of the CD ROM project.

One last field where technology could have a notable impact on libraries is that of *high speed transmission networks*. If they meet with a success equivalent to that of present transmission networks, there is no doubt that supplies of documents and inter-library loans will enjoy a considerable development, linked to an in-depth restructuration. Economic aspects will play a major part and the problem of royalties owed to publishers will no longer be ignored. There again appears a new opportunity to strengthen the dialogue between libraries and publishers, allowing a new outlook in the field of publishing prices.

4. The value of information

When we think about library economics, the worth of information is necessarily taken into account. Nothing is more evident, yet nothing is more subjective.

Nothing is more evident. As a matter of fact, how can the effort of world research which can be assessed at about 2% of the GNP be justified if the results of research were not published and the information widely circulated and made accessible to the greatest number. How can we justify then that a middle-sized country such as France, whose expenses in Research and Development represents 6% of the world R &D expenditures, keep up its research efforts, were it not the only way to have people able to understand what is done elsewhere and thus take advantage of the knowledge engendered by others and communicated through all types of networks ? It is not too much to say that without information, research would be useless and there would be no more knowledge. The importance of libraries as trustees of this knowledge can thus be better understood.

Another exemple of the value of information is world legislation regarding patents. A patent is nothing but a monopoly of exploitation given for 20 years to the individual author, be it a person or a corporation, of an invention, against the disclosure of this invention to the collectivity. That is the reason why any legislation concerning industrial property requires the patent applicant to publish his request at the end of a well-defined period of time. This also explains why the European Patent Office must face such high expenses regarding publications.

And yet nothing is more subjective than the value of information. Let us first recall the Bradford Law according to which 80 % of all publications are ignored. This law equally applies to patents. It is also true that the value of information varies for each individual according to circumstances.

It is however important to try to define parameters able to measure as objectively as possible the value of information. Many studies have been written on the subjects, bringing out different viewpoints. I would like to mention the excellent article by AATTO J. REPO of the Technical Research Center of Finland, titled "Economics of Information", published in the Annual Review of Information, Science and Technology, (ARIST), vol. 22, 1987. In this area, we must also pay particular attention to the works performed by King Research Inc. for the benefit of U.S. Federal agencies, because of the methodology they use. Presented objectively, and in spite of some weaknesses, this method uses data able to convince users and financial experts of the benefits they can derive from computerized services.

King himself recognizes that it is still necessary to give further thought to improve the method. Generally speaking, the research effort must be intensified in this area because of the information expansion which will irretrievably strengthen the controversy on the value of information. This is indeed the heart of the matter.

Finally, libraries must be conscious of the part they play as major partners in the field of information. Dialogue with publishers and other partners is more than ever necessary. The great expansion of information imposes a more realistic view of the economic aspects of library life. Stricter economic policies are becoming compulsory priorities in terms of management of every expense item, including staff salaries. Cooperation between libraries at national or international levels plays an integral part in our taking into account all economic aspects. New technologies bring the hope that certain cost in staff, in publishing, in storage will diminish. They encourage more personalized services. They lead us to keep an open mind to the wishes of users ; this will more and more become the major preoccu pation of professionals in the field of information.

Economic restraints exist : to refuse them would lead us to a dead-end, to master them through a better knowledge of economic factors would be a source of great personal satisfaction. May each and every participant of this IFLA Conference contribute to the advancement of this mastery.